

PRL-TR-65-17

November 1965

# USAF Officer Evaluation System Survey: Attitudes and Experience

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By

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PERSONNEL RESEARCH LABORATORY  
AEROSPACE MEDICAL DIVISION  
AIR FORCE SYSTEMS COMMAND  
Lackland Air Force Base, Texas

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**USAF OFFICER EVALUATION SYSTEM SURVEY:  
ATTITUDES AND EXPERIENCE**

By

Margorie N. Kaplan

Ray W. Alvord, Lt Col USAF

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### ABSTRACT

More than 2,200 Air Force officers from 38 bases in 6 commands were intensively surveyed as to their knowledge, attitudes, and opinions about the officer evaluation system. In many areas, significant differences were found between commands, grades, duties, regular/reserve officers, and flying status groups when reactions of these groups were compared to reactions of the total sample. Analysis of the attitudes revealed by the survey indicated that although the majority of officers are satisfied to some extent with procedures now utilized in the evaluation system and the performance ratings they have received, a substantial number seemed to be in favor of a number of changes. By and large, this trend is related to grade — the higher the grade, the greater the satisfaction with the *status quo*.

## FOREWORD

Under Project 7719, Development of Procedures for Increasing the Efficiency of Selection, Evaluation, and Utilization of Air Force Personnel; Task 771904, Development, Analysis, and Improvement of Tools and Techniques for Officer Performance Evaluation and Measurement; Headquarters USAF has established a requirement with Personnel Research Laboratory for research on problems associated with possibilities for improvement of the officer evaluation program. This report is the first of a series presenting the results of analyses of reported attitudes, opinions, and knowledge about the program and how these relate to certain pertinent features about the subject (e.g., his grade or command).

Special acknowledgment is given to Capt. Lyle D. Kaapke who, with Lt. Col. Ray W. Alvord, visited 38 Air Force bases in the United States for the purpose of collecting the necessary data for this research.

Data processing and initial statistical analyses were performed under Contract AF41(609)-2367 by Southwestern Computing Service, Inc., Tulsa. Mr. Eugene Usdin was the principal investigator.

This report has been reviewed and is approved.

James H. Ritter, Col USAF  
Commander

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## USAF OFFICER EVALUATION SYSTEM SURVEY: ATTITUDES AND EXPERIENCE

### I. INTRODUCTION

A persistent question regarding any system designed to assess the performance of personnel in an organization is the effectiveness of the system in achieving its purpose. Frequently the reliability or validity of an evaluation system becomes suspect because of isolated incidents or a high level of criticism by a vocal minority. But regardless of the presence or absence of criticism, the integrity of an evaluation system should be subject to continual assessment.

Research and study of the USAF Officer Effectiveness, Performance and Training Report process (as detailed in AFM 36-10) had largely been concentrated on analysis of trends, prediction of effectiveness levels, and identification of causal factors in rating relationships. However the question of what officers think of the system and their experience with it had not been answered to satisfaction. It was suspected that impressions gained from casual conversations and the reports of critics were not necessarily a true reflection of general attitudes of the majority. Further, it was hypothesized that certain attitudes towards the system might be related to the extent of the individual's knowledge regarding the system, the utilization of evaluations, and possibly the extent to which he might have been influenced by the official or unofficial evaluation policies of an organization. To test this concept, a field survey of a sample of USAF officers was initiated. This study reports one aspect of the research effort.

### II. RESEARCH OBJECTIVES AND DESIGN

There were two major objectives of the study. One was to determine current knowledge, attitudes, and opinions regarding the officer evaluation program among Air Force officers in general. The other was to determine how knowledge, attitudes, and opinions differ among five categories: (1) commands; (2) regular/reserve groups; (3) duty groups; (4) flying status groups; and (5) grades. The importance of noting what officers do and do not know, think, or feel about the officer evaluation system relates to the possibility of increasing validity of this system; for example, by attempting to eliminate inaccurate information about the evaluation task or to increase standardization in the concept of the nature of that task.

The present investigation represents, with the broadest coverage to date, an intensive sampling of Air Force officers' reactions to the officer evaluation system. Over 2,200 officers from 38 bases in 6 commands were surveyed concerning 62 separate items of information, opinion, or attitude, contained in the questionnaire Officer Evaluation Survey PL 3030, with regard to this system. A chi square analysis was performed on each of these items for each of the five categories and tests of significance were applied.

### III. SUBJECTS, SAMPLING, SURVEY ADMINISTRATION

Four hundred and ninety-two of the 2,241 officers surveyed were a highly selected group of officer students. Selection of the remainder of the subjects involved a cooperative effort on the part of commands, bases, and Personnel Research Laboratory investigators. In

September 1963, six commands, chosen for several apparent differences between them (such as size and function), asked several of their bases to appoint a base project officer to assist in preparation and administration of research on Officer Effectiveness Reports (OERs), of which the present study is a part. Bases were selected for widest possible geographical distribution within the continental United States.

In each instance the most recent possible period was used, the one in which command headquarters could expect to receive an adequate number of OERs for the study.<sup>1</sup> This period generally preceded the survey from one to four weeks.

In the review for selection of subjects all OERs were used except those prepared because of off-base transfer of ratee or reporting official; those received by warrant officers; those in which the reporting official held a grade above that of colonel; and, originally, those carrying an officer's initials indicating he had seen the OER at command headquarters. This last restriction was later dropped, as it became apparent that it was impossible to control the several possible sources of knowledge of the OER on the part of the rated officer.

When the review was completed, duplicate copies of all acceptable OERs were forwarded to Personnel Research Laboratory for use in preparation of research materials; at the same time a list was sent to the base project officer with names of the officers rated and their reporting officials so that arrangements could be made for testing these two groups of officers. Base project officers contacted both ratees and raters and excused only those subjects who were on TDY, ill, had had a permanent change of station, or had some other equally valid reason for not being tested.

Final criteria for retention as a subject in the present study (not relevant to the officers from command 04), required that all of the following conditions be met:

(1) The subject (if a ratee in the initial study) must have received an OER sometime between the fall of 1963 and the spring of 1964; have completed an OER on himself for the same rating period as if he were, in fact, the rater; have filled out the survey. In addition, his reporting officer must have filled out a specially designed experimental rating form of the OER on the ratee (not relevant to this report), the operational OER, and also have completed the survey questionnaire.

(2) The subject (if a rater) must have had a ratee characterized as in (1) above.

Exclusion of a subject (if a ratee) always meant exclusion of his rater as well; exclusion of a rater likewise meant exclusion of his ratee. No subject was used twice with regard to survey responses; those subjects who happened to be both a rater and a ratee in the initial study were counted only once in this phase. Civilian raters were excluded from the sample as were all medical career group officers. Women were not excluded *per se*, but many were excluded as members of the medical career group.

In view of the stringent selection procedures, it is of interest to note in Table 1 the relative similarity of structure of the final sample to the structure of the Air Force population. The comparison is made by noting percentage distributions for equivalent grades, regular/reserve status groups, flying status groups, duty groups, and commands contained in 1963 OER Summary Data tables. This type of comparison assumes that Air Force population structure is well reflected in OER summary data even though the ratio of number of OERs to number of officers in a given year is known not to be one to one.

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<sup>1</sup>In some cases the OER review was accomplished by base rather than by command.



Table 1. Comparison of Sample and Total Air Force Officer Structure

Groups	% in Sample PL 3030	% in Total Air Force
		1963 OER Summary Data
<b>Grade</b>		
Second Lt	10	8
First Lt	12	20
Captain	33	37
Major	25	19
Lt Colonel	16	12
Colonel	4	4
	<u>100</u>	<u>100</u>
<b>Regular/Reserve</b>		
Regular	59 <sup>a</sup>	42
Reserve	41	58
	<u>100</u>	<u>100</u>
<b>Flying Status</b>		
Navigator-Observer	17	16
Pilots	42	39
Not Rated	34	37
Suspended	7 } 41	7 } 44
	<u>100</u>	<u>100</u>
<b>Duty</b>		
Pilots & Flight Test	20	22
Operations	6	6
Navigator-Observer	10	13
Weapons & Missile Operations	6	6
Intelligence	2	3
Photography, Weather & Cartography	1	2
Communication-Electronics & Armament	4	7
Missiles	1	1
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	5	5
Trnsp, Supply, Fuels & Logistics	5	6
Financial & Statistical	4	3
Admin Svcs, Personnel, Manpower Mgt, & Information	9	9
Education & Training	5	2
Air Police & Special Investigations	1	2
Research & Development	13	5
Commander & Director Specialties	3	4
Procurement Management	3	1
Legal	1	1
Chaplain	1	1
Safety	-	1
	<u>100</u>	<u>100</u>
<b>Command</b>		
01	10	5
02	19	12
03	13	13
04	8	3
05	40	56
06	10	11
	<u>100</u>	<u>100</u>

<sup>a</sup> Of the 492 highly selected officer students in this sample, only 30 were Reservists while the remainder were Regular Officers typical of students of this group. When the students are eliminated, percentage of Regular and Reserve subjects becomes 49 and 51 respectively.

Administration of the survey, given without set time limits, was usually handled by representatives of Personnel Research Laboratory on TDY at each base. Participants were assured that their responses would be available only to those directly concerned. The self and experimental OER data mentioned previously were obtained at this time.

#### IV. OFFICER EVALUATION SURVEY QUESTIONNAIRE (PL 3030)

PL 3030 was specially designed to sample intensively, as widely and as representatively as feasible, current knowledge, attitudes, and information among Air Force officers regarding the officer evaluation system. A preliminary administration of items and alternatives to 40 officers at 2 Air Force bases was used for a check on meaningfulness, exhaustiveness, and feasibility; item revisions and additions were then incorporated into the final 62 multiple-choice items (and 10 open-end questions used for another purpose) upon which analyses were made.

Instructions required all officers to answer the first 52 items of PL 3030, while the last 10 items were to be answered only by those who had at some time been reporting or indorsing officials. Only about one-third of the sample had never been a reporting or indorsing official.

#### V. ANALYSIS OF THE SURVEY DATA

In order that the data would provide maximum flexibility for any desired analyses (such as relationships between survey responses and level of OERs received or given), each alternative of each item was scored for each subject by assigning a "1" if the alternative was marked, a "0" if not marked, and left blank if an invalid response (failure to respond or a misresponse) was made to the item. The proportion of the total sample who marked each alternative of each item was computed. The proportion of the subjects within each of the breakouts of the five categories who marked each alternative was also computed. That is, within the command category, the proportion of subjects in Command 01, in Command 02, etc., who marked each alternative was computed. For each survey item separately, a chi-square analysis was made to test whether the groups within each category differed significantly from each other with respect to their responses to the alternatives of that particular item. The proportions of the total sample responding to each alternative were used as the basis of the expected frequencies and the proportions within each category subgroup (e.g., Command 01, 02, etc.,) used as the basis of the observed frequencies.

Analyses were carried out item by item to determine if significant differences existed

- (a) between the 6 commands
- (b) between regular and reserve officers
- (c) between the 20 duty AFSC groups
- (d) between the 6 officer grades
- (e) between the 4 aeronautical rating groups

#### VI. RESULTS: SUMMARY OF ATTITUDE AND OPINION TRENDS

Percentages of subjects selecting each of the alternatives of the 62 items are reported in the Appendix as are the categories within which there were differences statistically significant at the .05 and .01 levels.

Evaluation of the characteristics of the officer sample and the characteristics of the total officer force indicates that this group is reasonably representative of the Air Force as a whole. The careful sampling procedure designed to secure representative sampling of commands, functions, and geographical areas supports an assumption that the attitudes and opinions and knowledge of the OER system are also representative.

Statistically significant differences in response patterns were generally found for each of the questionnaire items within each of the five broad officer classifications utilized. Although these are of intrinsic interest, no attempt was made to determine the causes of such attitudinal differences. It appears, however, that the grade factor may be a primary influence in producing these differences. This is as might be anticipated, since officer grade is most highly representative of probable length of service in the Air Force and, therefore, opportunity to experience evaluation problems may be closely related to grade. For more meaningful analyses, research personnel grouped the items into eight areas.

#### General Experience of Officers With the Evaluation System (Items 5, 7, 8, 12, 13, 39, 58, 60, 61)

Most officers in the sample have had five or more supervisors since entry to active duty (Item 7). This number of separate performance evaluators has usually been attained by the time the officer reaches the grade of Major. A small percentage (8%) have had OERs rendered on their performance by civilian supervisors (Item 39).

Less than half (41%) of the officers have received any training in officer effectiveness evaluation (Item 5). Although the number of officers who have rating responsibility increases with the grade of the officer (Item 61) there is apparently no increasing opportunity to receive rater training (Table 2). Of the 1487 officers in this sample who had rating experience approximately one-third (34%) had rendered 30 or more OERs on officers under their supervision (Item 61). This was directly related to grade of the rater—the higher the grade, the larger the percentage in the group who had rendered 30 or more performance ratings. Thus those officers who tend to move into increasing levels of authority have had the opportunity quite consistently to supervise and evaluate the performance of a considerable number of officers. Whether this experience actually produces any greater capability to discriminate among levels of "true" performance effectiveness is unknown.

Table 2. Percentage of Officers Receiving Evaluation Training by Officer Grade

Grade**	N	Percent	
		Received Training	Received No Training
2nd Lt	220	38	62
1st Lt	276	35	65
Captain	746	46	54
Major	567	38	62
Lt Colonel	352	40	60
Colonel	80	42	58
Total	2241	41	59

\*\* Significant at the .01 level.  
Data from Questionnaire Item 5.

Although rating officials are obligated by regulation to conduct performance counseling (AFM 36-10), only 24 percent of the officer group reported that they had been formally and constructively counseled (Item 8).

One aspect of the administrative procedure is indorsement of the performance evaluation by the commander or supervisor next in line of authority over the rater. Most officers in this sample who have had a rating responsibility have not been indorsing officials (Item 58). When they have had this opportunity, they have tended to disagree with the original rating level assigned by the rater on at least one occasion.<sup>2</sup> Every officer rated also has the opportunity of requesting removal of evaluations which he feels are unfair or prejudicial. He must, of course, initiate this request. Only four percent of officers in this sample have made such a request although most were aware that the administrative procedure existed (Item 12). In this group of applicants about 50 percent of those making application had their request granted (Item 13).

#### **Familiarity With the Formalized OER Procedures and Instructions and Estimation of Their Adequacy (Items 1, 2, 10, 11, 56, 57)**

Survey responses indicate that most officers are generally aware of the contents of AF manual 36-10 and 23 percent are thoroughly familiar with it (Item 1). Only 18 percent might be considered unaware of requirements (Table 3). It was anticipated that officers with greater lengths of service would show greater familiarity and this was borne out in the survey results. With the degree of familiarity noted among officers, it was of special interest to find that only 11 percent felt that the evaluation process was inadequately described (Item 2). While most are aware of contents and are satisfied with explanation of methodology, this same level of awareness does not exist for some of the specific policies. Somewhat over half of the officers are aware of procedures for responding to "referral" reports (63%, Item 10) or for requesting that unfair or prejudicial OERs be voided (56%, Item 11). This lack of awareness is concentrated in groups with less service experience. However it suggests that awareness of contents of the evaluative manual is frequently limited to knowledge of the subject area and not specific procedures.

Preparation of evaluations by rating officials are apparently based most often on impressions of "daily performance and notes on exceptional performance" (Item 57). Guide lines are provided for evaluation, but the actual basis for decision is unique to each rater. Impressions of performance rather than systematic data accumulation appear to be the primary method utilized by raters in arriving at an evaluative judgment. In making the actual rating, which consists of several types of judgment, i.e., rating factors, overall performance, and a narrative performance, and a narrative performance description, 42 percent of the officers report they proceed as follows: word picture first, rating factors, then overall performance (Item 56). The next most used method follows the pattern of rating factors, overall evaluation, and word picture (29%). This methodology does not reveal, however, whether the evaluation is approached with a preconceived level of performance in mind prior to assessing the individual against the standards implied on the rating form.

#### **Attitudes Toward Rater Qualifications and Use of Resultant Evaluations Within the Air Force (Items 3, 5, 6, 24)**

Most officers in the Air Force have not received any training in performance evaluation (Item 5). Paradoxically, while most of the sample group considered it important to have training in evaluation (86%, Item 6), they almost universally reported they felt confident to

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<sup>2</sup> In experience with actual OERs, only 4 to 5 percent of all "overall performance" ratings are not concurred in by the indorsing official in any one rating period.

**Table 3. Familiarity With Air Force Manual 36-10, Officer Effectiveness, Performance and Training Report, By Grade**

Grade**	N	Percentage				
		Thoroughly Familiar	Generally Aware	Vaguely Aware	Knew of Manual	Did Not Know It Existed
2nd Lt	220	05	47	28	14	06
1st Lt	276	05	46	28	19	02
Captain	746	21	65	11	03	--
Major	567	28	63	08	01	--
Lt Col	352	38	61	01	--	--
Colonel	80	40	60	--	--	--
Total	2241	23	59	12	05	01

\*\*Significant at the .01 level.  
Data from Questionnaire Item 1.

rate another officer (90%, Item 24) even though most had had no training. This confidence level was closely associated with the experience level of the officer—a steady increase in confidence with increase in grade level.

The predominant impression of USAF officers is that the most important use of the OER involves promotion to the next higher grade (Item 3). The next most important use is somewhat related to the same problem and is identified as retention in the Air Force. Regular officer selection and assignment are believed to be the third most important use. Other possible alternatives included selection for technical training, college training, and flying evaluation. These were almost completely ignored in terms of possible vital uses of the effectiveness reports.

#### **Knowledge of Rating Levels (Items 9, 27, 37, 38, 53, 54)**

A frequent question with regard to rating bias is whether rating levels assigned by commanders and supervisors could be influenced by what they conceive to be the average rating level within the unit or within the Air Force. The extent to which officers have access to rating information would, of course, determine whether this could occur.

OER summary data (rating trends, averages, etc.) of some type have been available to 42 percent of the officers at some time (Item 38). The use of this information in completing ratings is unknown. However, the opportunity has been most frequent among officers in the higher grades where rating responsibilities are most likely to occur.

The use of an officer's previous ratings as a reference in preparing ratings is not uncommon (Item 53). About one-third (36%) have had such access on at least one occasion. Of those who have had access to previous ratings only 23 percent report that they were useful in preparing the current rating (Item 54).<sup>3</sup>

<sup>3</sup> The intent of the rating process is that performance evaluation be accomplished independently of standards other than comparison to officers in the same grade. The use of such rating references as past rating files does not appear to be consistent with unbiased individualistic ratings.

Access of the officer to his OER file varies within commands. In some organizations the file exists at local level, while at others the officer must visit command headquarters. The Air Force has a "no-show" policy in which the OER is not to be shown to the officer being rated—access occurs at a later point in the administrative cycle. Despite the "no show" policy a minimum of 15 percent of the officers are being informed as to the level of their evaluation (Item 9). Only 30 percent have not seen their ratings; the remainder have either examined their file officially or unofficially observed their ratings. The random enforcement and effectiveness of the no-show policy is evident.

At the same time we find that 29 percent have some personal knowledge of average "overall performance" levels being assigned to officers of *their* grade (Item 37). This ratio of the group with personal knowledge increases with grade of the officer. Rather large differences were noted among the commands on this variable. This may result from internal policies and the intensity of interest in rating trends.

Along with rating trends, summary data, and personal files of officers, comments by officers had suggested that "reference files" of OERs might exist on some bases to provide suggested ratings or descriptive statements. A questionnaire item on this subject indicated that 29 percent are aware of the existence of such files (Item 27). The nature of these files and their use is unknown, but it suggests that a wide variety of methods are utilized by raters to arrive at a decision regarding a level of evaluation.

#### Officer Estimation of Evaluation Levels for Their Grade Within the Air Force and Their Command of Membership (Items 45, 46)

A most frequent question posed by officers relates to the level of their own evaluations in comparison with officers of the same grade. This is a realistic concern as they will be most likely compared for promotion and assignment on this basis. Officers indicated where they felt the average "overall performance" rating of their grade fell in terms of a numerical scale equated to the descriptive performance levels in Section V of the OER form. There is a considerable range of opinions indicating that degrees of optimism and pessimism still exist. The "guessed" levels of these officers is indicated in Table 4 (Item 45). Generally speaking

Table 4. Percentage of Officers Estimating Average Overall Performance Levels Within Their Own Grades

Grade**	N	Percentages					
		3.0- 3.9	4.0- 4.9	5.0- 5.9	6.0- 6.9	7.0- 7.9	8.0- 8.9
2nd Lt	220	01	20	39	30	10	--
1st Lt	276	--	08	44	38	09	01
Capt	746	--	02	16	50	30	02
Major	567	--	--	16	50	32	02
Lt Col	352	--	--	07	32	55	06
Colonel	80	--	--	--	14	63	23

\*\*Significant at the .01 level.  
Data from Questionnaire Item 45.

the modal response for each grade fell in the interval where the actual USAF rating average existed. As noted in actual rating trends, the higher the grade of the officer, the higher the estimated rating level.

Using another dimension, average rating level within the officer's command, a new relationship is noted (Item 46). With one exception officers more frequently feel the rating level for their grade within their command is *higher* than for the Air Force as a whole. The exception is for officers in the grade of colonel. We have the somewhat impossible, but not unusual, situation of officers generally feeling that in their command the rating level is above that for the Air Force as a whole. Under each circumstance, however, it is evident that a wide variety of opinion exists with regard to the actual ratings assigned.

#### Factors Which Officers Believe Are or Could Be Influences in Performance Evaluation (Items 6, 16, 17, 18, 19, 21, 23, 32, 33, 42, 47, 48, 49, 50, 52)

Several general areas of attitudes were developed under this group of questions. These considered the rater, actual concepts of evaluation, and aspects of attitude toward the current system.

Rater training prior to assuming a rating responsibility is recommended by 86 percent of the officers sampled (Item 6), but with regard to actual ratings most officers (72%) feel their judgement of "true effectiveness" becomes more accurate with increased experience (Item 50). A majority indicated that it would be of value in making decisions if they had available for reference Air Force-wide rating trend data for the previous year (Item 52).

Performance levels assigned by raters are, of course, the result of the interaction of many influences. Officers most frequently think that low performance ratings are caused by "poor job performance in relation to fellow officers" (46%, Item 49) or by "personality differences between rater and ratee" (41%). Concern for rating level is shown in responses to two related questions. Nearly two-thirds (61%) indicated they felt that one low rating would "unduly" influence a selection board in terms of promotion consideration (Item 33). At the same time, 81 percent indicated by their responses that a "level" of effectiveness *is required* for promotion (Item 32).<sup>4</sup>

Attitudes towards evaluation policies and procedures were also considered. The officer's concern with a check on capricious raters is somewhat evident in his attitude toward use of an indorser. However, while 33 percent of the group felt an indorser should be used regardless of the situation, 64 percent wished to retain him only if he was directly familiar with the performance of the officer being evaluated (Item 18).

With regard to frequency of ratings being made, 75 percent of the officers would prefer to be rated regularly rather than only when performance was outstanding or marginal (Item 42).

Somewhat over half (58%) are unfavorable toward a policy of dividing officers into only three categories (Unsatisfactory, Satisfactory, or Outstanding as employed in the civil service system, Item 19); nor would 88 percent approve of any system which *allotted* the number of ratings to be assigned at any given level to a command on the basis of the relative officer strength in that command—in effect a forced normalization of ratings (Item 47).

In the actual rating process the narrative description of performance is viewed as generally important, but many officers feel revision in the procedure is required to make it serve its purpose (31%, Item 48).

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<sup>4</sup> This latter attitude is contrary to actual fact—promotion selections are made within a group of eligibles by a board of officers. No predetermined level of selection exists.

One of the most frequently reported concerns of officers with the evaluation system, beyond the problem of rating level and promotion, is that of the "no show" policy which restricts the rating officer from reviewing the rating with the officer at the time of rating. Somewhat over half of the officers in the sample (56%) indicate that the policy had no effect, with 39 percent responding that lower evaluations resulted (Item 17). At the same time they are predominantly opposed to the policy (78%, Item 16). The higher the grade of the officer the more favorably inclined he is to this policy.<sup>5</sup>

Several possible "ideal" rating methods were suggested and officers were asked to indicate what they considered as the most appropriate. These included self-ratings, joint ratings, committee approaches, and supervisors. Sixty-five percent of the officers preferred the commander or supervisor to make this rating, with some slight preference for the system which provided the commander with rating trend data to guide him in his judgment (Item 23). (Rating trend data are routinely produced by the Personnel Research Laboratory provided on a monthly and accumulative basis to major commands, and in an annual summary with detailed comparisons among categories of officers to Hq USAF). In each aspect they are proposing merely a continuation of the present system with an extended basis for evaluative decisions. Regardless of the rating method, 40 percent of the sample tended to feel that the most valid measure of their performance effectiveness was an "average of the overall performance ratings received in the last five years" (Item 21).<sup>6</sup> An average in current grade was selected more often by officers in the lower ranks whose period of service was in many instances much less than five years.

#### What Effect Should Group Differences Have Upon Evaluation Levels Assigned (Items 20, 26, 30, 35, 36, 41)

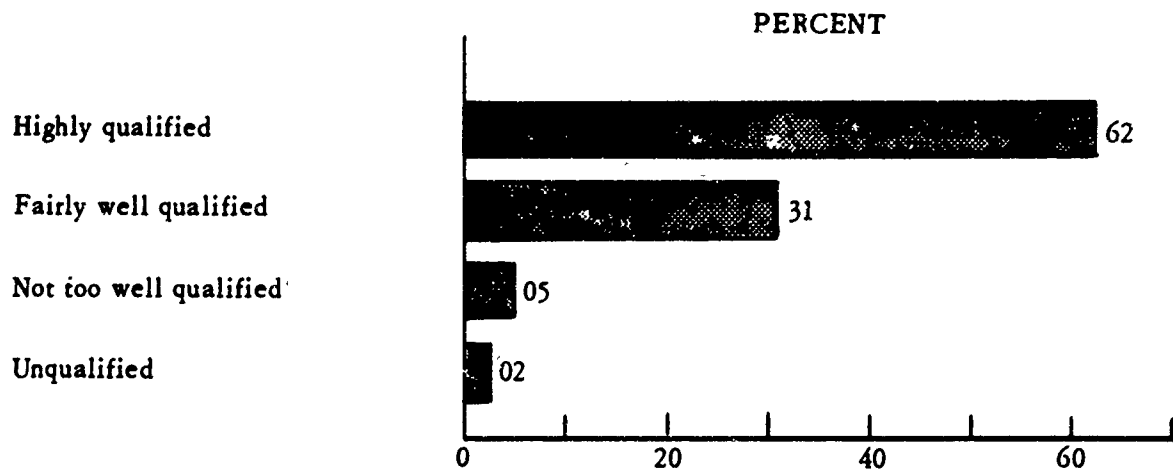
Analysis of OER rating trends reveals many relationships that suggest different groups of officers are evaluated differently. When many of the associated influences and factors are considered, these group differences appear to be logically generated and thus not the result of systematic biases. Group attitudes, however, reflect rating concepts not realized in practice. Almost all officers in the sample believe no differences in rating level should occur for groups because of regular/reserve status (Item 30), aeronautical rating (Item 41), and grade (Items 35, 36), for example. Yet a systematic difference in average rating level is noted by grade, i.e., the higher the grade the higher the average rating level. This may be a function of actual performance, but each officer is being compared only to others of the same grade. Theoretically at least, and concurred in by about two-thirds (67%) of the officers, second lieutenants should on the average have an OER as high as colonels; this does not occur (Item 36). At the same time officers (65%) disagree that comparison within grade on an Air Force-wide basis results in fair evaluations (Item 20). If a change occurs, they would prefer that comparisons be made within grade and within each career field separately (43% of the total sample, Item 26). Thirty-one percent prefer the system to remain the same as is now employed.

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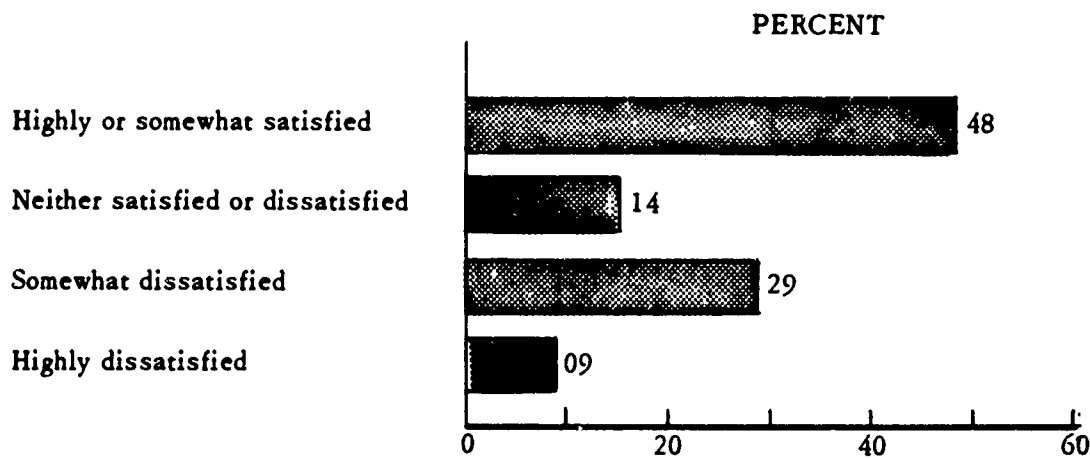
<sup>5</sup> Actual studies of rating trends reveal patterns which suggest that there has in fact been no influence in rating levels attributable to the no-show policy. The basic lack of influence may in part be related to what was shown earlier, i.e., a significant proportion of officers had viewed or were aware of their evaluation levels despite the restriction on showing these—such awareness was not made through official access.

<sup>6</sup> This attitude is quite interesting when related to actual studies of promotion and performance prediction. The five year OER mean has proved to be among the best predictors of personnel decisions and future performance.

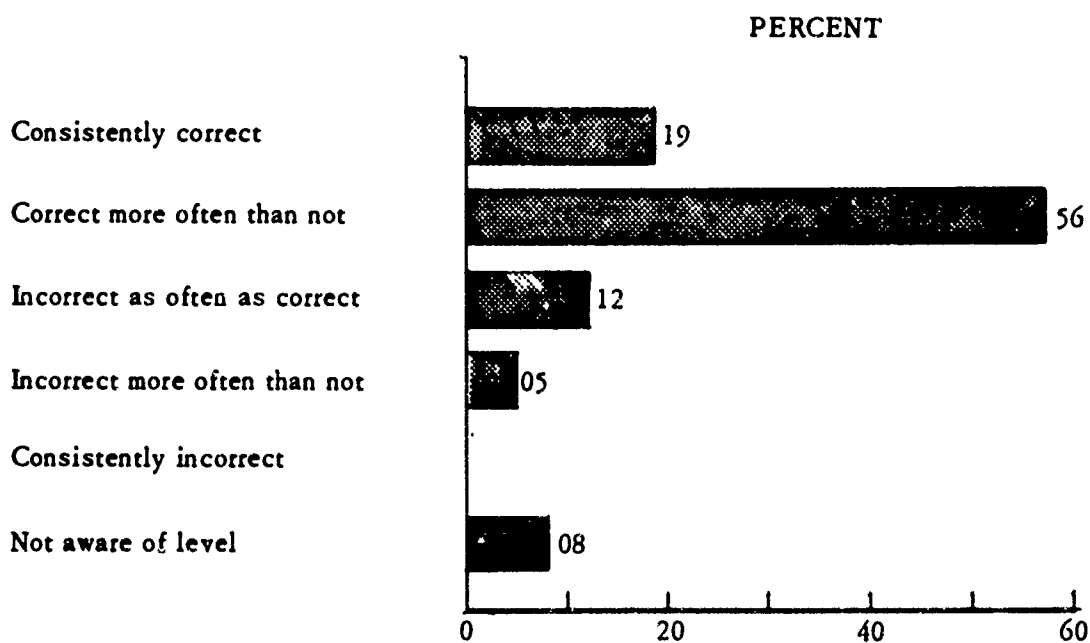




*Fig. 1. Opinion as to qualification of most recent rater. (Item 29)*



*Fig. 2. Satisfaction with evaluation program. (Item 15)*



*Fig. 3. Feeling about correctness of performance evaluations. (Item 14)*

### Attitudes Towards Effectiveness of the Evaluation Program and Qualifications of Officers Responsible for Making Evaluations (Items 14, 15, 25, 28, 29, 40, 43)

It has been stated that a workable evaluation system must have the important criterion of user acceptance. Analysis of officer attitudes was directed to acceptability in terms of rater qualifications, satisfaction with ratings, and the general evaluation system.

Attitudes within the sample indicate that rater qualification is not a general problem to officers being rated. Only about 7 percent felt that their raters were not highly or fairly well qualified to evaluate their performance (Figure 1, Item 29). Only 2 percent felt that an absolute "unqualified" condition existed. In a related sense 75 percent of the respondents considered their raters were thoroughly familiar with the duties performed, 19 percent considered them partially familiar, and the remaining 6 percent felt there was a lesser degree of familiarity with their duty field (Item 28). Some concern has existed with regard to ratings of military personnel by civilian supervisors. Only 8 percent of this sample had been so evaluated at any time in their service (Item 43). Of these, well over half were satisfied with the evaluation received. This tendency to be satisfied decreases slightly with an increase in officer grade.

In terms of evaluation programs utilized by industry most officers (65%) claim no knowledge of the industrial systems (Item 40). The remaining 35 percent are about equally divided between favoring industrial systems and the Air Force method.

One purpose of this survey was to obtain an estimate of satisfaction with the evaluation system. Responses to a general question of satisfaction with the evaluation system produced the response pattern noted in Figure 2. The trend is toward satisfaction with the system or no opinion in either direction (Item 15). However, when asked to comment on the extent to which ratings received have been reflective of true performance levels, the response pattern shown in Figure 3 resulted. The predominant reaction is that ratings received are typical of the true performance of the officer from his own point of view. Only 17 percent feel that inaccurate performance evaluations have been received from raters (Item 14). Another item explored the extent to which the evaluation system identifies true performance without any personal connotation (Item 25). Less confidence is shown here. Forty-two percent felt that true performance may or may not be identified; however only 19 percent indicated they considered that true performance would frequently or consistently fail to be identified. The paradox is that while most of the raters have confidence in the system from the standpoint of personal ratings received in the past (Item 14), they are somewhat apprehensive of the possibility that this might not always be true in the future. This concern may be typical of any rating system.

### VII. SUMMARY

More than 2,200 Air Force officers from 38 bases in 6 commands were intensively surveyed as to their knowledge, attitudes, and opinions about the officer evaluation system. In many areas, significant differences were found between commands, grades, duties, regular/reserve officers, and flying status groups when reactions of these groups were compared to reactions of the total sample. Analysis of the attitudes revealed by the survey indicated that although the majority of officers are satisfied to some extent with procedures now utilized in the evaluation system and the performance ratings they have received, a substantial number seemed to be in favor of a number of changes. By and large, this trend is related to grade—the higher the grade the greater the satisfaction with the *status quo*.

## APPENDIX

### Attitudes, Opinions, and Knowledge About the Officer Evaluation System Determined by Questionnaire Survey Items

#### OER OVERALL EVALUATION CODES

<u>Code</u>	<u>Field Grades *</u>	<u>Company Grades **</u>
9	Absolutely Superior	Outstanding
8	Outstanding	Exceptionally Fine
7	Excellent	Very Fine Upper
6	Effectiveness Well Above . . .	Very Fine Lower
5	Effective, Competent Upper	Effective, Competent Upper
4	Effective, Competent Lower	Effective, Competent Middle
3	Slightly Below Average	Effective, Competent Lower
2	Below Average	Below Average
1	Marginal	Marginal
0	Unsatisfactory	Unsatisfactory

\* AF Form 707 for Field Grade Officers effective 1 Nov 60.

\*\* AF Form 77 (New Form) effective 1 Sep 62 for Company Grade Officers.

Item 1. AF Manual 36-10, Officer Effectiveness and Training Reports, is the basic guide for all officer evaluations. Which of the following best describes your knowledge of this manual?

- A. Thoroughly familiar with all aspects.
- B. Generally aware of contents.
- C. Only vaguely aware of contents.
- D. Know of the manual, but not the contents.
- E. Did not know it existed.

		Percentages of Officers Selecting Alternatives				
	N	A	B	C	D	E
<b>Command**</b>						
01	204	20	59	12	07	02
02	391	18	57	13	10	02
03	265	23	57	15	04	01
04	179	40	51	08	01	-
05	820	19	65	12	04	01
06	201	29	54	13	03	01
Total	2060	22	60	12	05	01
<b>Regular/Reserve**</b>						
Regular	1320	27	61	09	03	-
Reserve	921	17	58	16	07	02
Total	2241	23	59	12	05	01
<b>Duty Group**</b>						
Pilots & Flight Test Operations	450	22	63	11	04	-
Navigator-Observer	123	26	65	08	01	-
Weapons & Missile Operations	234	11	51	26	11	01
Intelligence	123	19	68	10	02	01
Photography, Weather & Cartography	36	31	53	08	05	03
Communication-Electronics & Armament	11	18	64	09	09	-
Missiles	99	24	73	01	02	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	24	21	67	12	-	-
Trnsop, Supply, Fuels & Logistics	120	21	63	09	06	01
Financial & Statistical	119	20	64	14	-	02
Admin Svcs, Personnel, Manpower Mgt, & Information	89	19	64	14	02	01
Education & Training	210	30	57	10	03	-
Air Police & Special Investigations	120	42	52	05	01	-
Research & Development	22	09	64	09	14	04
Commander & Director Specialties	288	18	54	16	11	01
Procurement Management	69	50	50	-	-	-
Legal	62	18	51	13	10	08
Chaplain	19	-	63	37	-	-
Safety	16	25	56	13	06	-
Total	6	-	50	33	17	-
	2240	23	59	12	05	01
<b>Grade **</b>						
2d Lieutenant	220	05	47	28	14	06
1st Lieutenant	276	05	46	28	19	02
Captain	746	21	65	11	03	-
Major	567	28	63	08	01	-
Lt Colonel	352	38	61	01	-	-
Colonel	80	40	60	-	-	-
Total	2241	23	59	12	05	01
<b>Flying Status **</b>						
Not Rated	770	19	57	15	07	02
Observer-Navigator	372	21	52	19	07	01
Pilots	949	26	64	08	02	-
Suspended	150	25	66	06	03	-
Total	2241	23	59	12	05	01

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 2. From your study and use of AFM 36-10 and the corresponding officer effectiveness reports (AF Form 77 and Form 707), do you feel the evaluation procedure is adequately described?

A. Yes

B. No

C. Did not know of or study the manual and cannot comment.

	N	Percentages of Officers Selecting Alternatives		
		A	B	C
<u>Command**</u>				
01	264	73	11	16
02	391	71	10	19
03	265	77	11	12
04	179	81	14	05
05	820	78	11	11
06	201	83	07	10
Total	2060	77	11	12
<u>Regular/Reserve **</u>				
Regular	1320	82	10	08
Reserve	921	70	12	18
Total	2241	77	11	12
<u>Duty Group **</u>				
Pilots & Flight Test	450	81	12	07
Operations	123	83	13	04
Navigator-Observer	234	63	11	26
Weapons & Missile Operations	123	88	06	06
Intelligence	36	81	08	11
Photography, Weather & Cartography	11	91	-	09
Communication-Electronics & Armament	99	82	15	03
Missiles	24	88	-	12
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	78	12	10
Trnsp, Supply, Fuels & Logistics	119	81	08	11
Financial & Statistical	89	76	13	11
Admin Svcs, Personnel, Manpower Mgt, & Information	210	81	12	07
Education & Training	120	82	13	05
Air Police & Special Investigations	22	68	05	27
Research & Development	288	67	10	23
Commander & Director Specialties	69	93	07	-
Procurement Management	62	66	08	26
Legal	19	67	17	16
Chaplain	16	61	13	20
Safety	6	67	-	33
Total	2240	77	11	12
<u>Grade **</u>				
2d Lieutenant	220	56	09	35
1st Lieutenant	276	53	09	38
Captain	746	82	11	07
Major	567	82	12	06
Lt Colonel	352	89	10	01
Colonel	80	94	06	-
Total	2241	77	11	12
<u>Flying Status**</u>				
Not Rated	770	73	09	18
Observer-Navigator	372	71	10	19
Pilots	949	82	12	06
Suspended	150	84	10	06
Total	2241	77	11	12

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 3. What are your impressions of the uses USAF makes of officer evaluations contained on Forms 77 or 707? (Select the two that you consider the most important)

- A. Assignment
- B. Selection for technical training
- C. Selection for College training
- D. Promotion
- E. Regular officer selection
- F. Retention
- G. Flying evaluation

	N	Percentages of Officers Selecting Alternatives						
		A	B	C	D	E	F	G
<u>Command</u>								
01	204	18	01	01	48	10	22	-
02	391	15	02	02	50	14	17	-
03	265	12	-	01	49	18	20	-
04	179	20	01	-	48	11	20	-
05	820	13	01	-	49	19	18	-
06	201	16	-	-	49	13	22	-
Total	2060	14	01	01	49	16	19	-
<u>Regular/Reserve</u>								
Regular	1320	17	01	01	49	14	17	01
Reserve	921	13	01	01	48	17	20	-
Total	2241	15	01	01	49	15	18	01
<u>Duty Group</u>								
Pilots & Flight Test	450	11	01	-	49	19	20	-
Operations	123	18	02	-	47	12	20	01
Navigator-Observer	234	12	01	-	50	19	18	-
Weapons & Missile Operations	123	11	02	02	48	17	19	01
Intelligence	36	12	01	03	48	12	25	-
Photography, Weather & Cartography	11	-	05	-	52	05	38	-
Communication-Electronics & Armament	99	16	-	01	49	16	17	01
Missiles	24	23	-	-	50	12	15	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	13	-	01	49	13	24	-
Trnsp, Supply, Fuels & Logistics	119	16	01	01	47	14	20	01
Financial & Statistical	89	20	03	01	49	11	16	-
Admin Svcs, Personnel, Manpower Mgt, & Information	210	20	01	01	49	13	16	-
Education & Training	120	20	01	01	48	12	18	-
Air Police & Special Investigations	22	14	02	-	48	18	18	-
Research & Development	288	16	01	02	50	15	16	-
Commander & Director Specialties	69	21	-	-	49	11	19	-
Procurement Management	62	16	02	03	50	08	21	-
Legal	19	23	-	-	51	12	14	-
Chaplain	16	13	-	-	50	31	06	-
Safety	6	08	-	-	50	25	17	-
Total	2240	15	01	01	49	15	18	01
<u>Grade</u>								
2d Lieutenant	220	14	01	02	47	20	16	-
1st Lieutenant	276	09	-	01	49	23	18	-
Captain	746	15	02	01	49	15	18	-
Major	567	15	01	01	49	13	21	-
Lt Colonel	352	19	01	-	49	13	18	-
Colonel	80	22	-	-	50	08	20	-
Total	2241	15	01	01	49	15	18	01
<u>Flying Status</u>								
Not Rated	770	17	01	02	48	15	17	-
Observer-Navigator	372	13	01	-	50	18	17	01
Pilots	949	14	01	01	49	15	20	-
Suspended	150	19	02	01	48	10	20	-
Total	2241	15	01	01	49	15	18	01

Item 4. From your discussions with other USAF officers, how would you describe the general attitude regarding appropriateness of the present OER forms?

- A. Most officers agree that the current forms are the best the Air Force has ever developed.
- B. Most contend that the current forms are no better than those used previously.
- C. Most officers agree that the current forms are less satisfactory than previous rating forms.
- D. Have not discussed the matter and am not aware what the general attitude may be.

Percentages of Officers Selecting Alternatives					
	N.	A	B	C	D
<u>Command**</u>					
01	204	28	47	01	24
02	391	17	45	03	35
03	265	28	51	03	18
04	179	30	47	02	21
05	820	26	53	03	18
06	201	26	45	03	26
Total	2060	25	49	03	23
<u>Regular/Reserve **</u>					
Regular	1320	28	50	01	21
Reserve	921	21	48	03	28
Total	2241	25	49	02	24
<u>Duty Group **</u>					
Pilots & Flight Test	450	24	55	03	18
Operations	123	31	52	01	16
Navigator-Observer	234	17	56	04	23
Weapons & Missile Operations	123	31	38	03	28
Intelligence	36	17	53	-	30
Photography, Weather & Cartography	11	18	46	-	36
Communication-Electronics & Armament	99	32	45	02	21
Missiles	24	46	37	-	17
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	25	52	01	22
Trnsp, Supply, Fuels & Logistics	119	21	45	03	31
Financial & Statistical	89	26	38	02	34
Admin Svcs, Personnel, Manpower Mgt, & Information	210	27	52	01	20
Education & Training	120	30	48	01	21
Air Police & Special Investigations	22	09	50	05	36
Research & Development	288	20	46	01	33
Commander & Director Specialties	69	46	42	-	12
Procurement Management	62	16	43	03	38
Legal	19	21	37	05	37
Chaplain	16	25	31	06	38
Safety	6	17	33	-	50
Total	2240	25	49	02	24
<u>Grade**</u>					
2d Lieutenant	220	15	37	03	45
1st Lieutenant	276	15	47	03	35
Captain	746	25	50	03	22
Major	567	26	52	02	20
Lt Colonel	352	32	53	01	14
Colonel	80	44	38	-	18
Total	2241	25	49	02	24
<u>Flying Status **</u>					
Not Rated	770	23	42	02	33
Observer-Navigator	372	23	53	03	21
Pilots	949	27	53	02	18
Suspended	150	30	50	02	18
Total	2241	25	49	02	24

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 5. Have you ever received training of any type in techniques of officer effectiveness evaluations?

A. Yes

B. No

	Percentages of Officers Selecting Alternatives		
	N	A	B
<u>Command**</u>			
01	204	34	66
02	391	37	63
03	265	43	57
04:	179	58	42
05	820	39	61
06	201	37	63
Total	2060	40	60
<u>Regular/Reserve**</u>			
Regular	1320	45	55
Reserve	921	35	65
Total	2241	41	59
<u>Duty Group**</u>			
Pilots & Flight Test	450	43	57
Operations	123	33	67
Navigator-Observer	234	39	61
Weapons & Missile Operations	123	42	58
Intelligence	36	39	61
Photography, Weather & Cartography	11	27	73
Communication-Electronics & Armament	99	52	48
Missiles	24	46	54
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	36	64
Trnsp, Supply, Fuels & Logistics	119	29	71
Financial & Statistical	89	38	62
Admin Svcs, Personnel, Manpower Mgt, & Information	210	50	50
Education & Training	120	57	43
Air Police & Special Investigations	22	23	77
Research & Development	288	34	66
Commander & Director Specialties	69	54	46
Procurement Management	62	31	69
Legal	19	05	95
Chaplain	16	38	62
Safety	6	83	17
Total	2240	41	59
<u>Grade**</u>			
2d Lieutenant	220	38	62
1st Lieutenant	276	35	65
Captain	746	46	54
Major	567	38	62
Lt Colonel	352	40	60
Colonel	80	42	58
Total	2241	41	59
<u>Flying Status*</u>			
Not Rated	770	37	63
Observer-Navigator	372	45	55
Pilots	949	42	58
Suspended	150	42	58
Total	2241	41	59

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.



Item 6. Do you feel that special training in officer evaluation techniques (short course in fundamentals of rating influences) should be required of officers who have never had a rating responsibility?

A. No

B. Yes

	Percentages of Officers Selecting Alternatives		
	N	A	B
<u>Command **</u>			
01	204	10	90
02	391	19	81
03	265	09	91
04	179	14	86
05	820	10	90
06	201	22	78
Total	2060	13	87
<u>Regular/Reserve</u>			
Regular	1320	14	86
Reserve	921	13	87
Total	2241	14	86
<u>Duty Group**</u>			
Pilots & Flight Test	450	09	91
Operations	123	12	88
Navigator-Observer	234	11	89
Weapons & Missile Operations	123	15	85
Intelligence	30	17	83
Photography, Weather & Cartography	11	18	82
Communication-Electronics & Armament	99	13	87
Missiles	24	12	88
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	22	78
Trnsp, Supply, Fuels & Logistics	119	16	84
Financial & Statistical	89	08	92
Admin Svcs, Personnel, Manpower Mgt, & Information	210	17	83
Education & Training	120	15	85
Air Police & Special Investigations	22	09	91
Research & Development	288	20	80
Commander & Director Specialties	69	10	90
Procurement Management	62	08	92
Legal	19	05	95
Chaplain	16	06	94
Safety	6	17	83
Total	2240	14	86
<u>Grade</u>			
2d Lieutenant	220	15	85
1st Lieutenant	276	13	87
Captain	746	12	88
Major	567	13	87
Lt Colonel	352	15	85
Colonel	80	20	80
Total	2241	14	86
<u>Flying Status *</u>			
Not Rated	770	15	85
Observer-Navigator	372	11	89
Pilots	949	12	88
Suspended	150	21	79
Total	2241	14	86

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 7. How many different supervisors or commanders have rendered OERs on you since  
1 January 1954?

- A. Five or more
- B. Four
- C. Three
- D. Two
- E. One

		Percentages of Officers Selecting Alternatives					
		N	A	B	C	D	E
<u>Command **</u>							
01		204	63	04	04	12	17
02		391	64	05	05	09	17
03		265	64	05	06	12	13
04		179	93	05	01	-	01
05		820	73	07	07	06	07
06		201	71	05	03	13	08
Total		2060	71	06	05	08	10
<u>Regular/Reserve **</u>							
Regular		1320	86	05	04	03	02
Reserve		921	54	06	06	14	20
Total		2241	73	05	05	08	09
<u>Duty Group **</u>							
Pilots & Flight Test		450	84	05	04	04	03
Operations		123	94	04	02	-	-
Navigator-Observer		234	49	12	16	12	11
Weapons & Missile Operations		123	80	02	02	06	10
Intelligence		36	69	03	06	08	14
Photography, Weather & Cartography		11	73	18	09	-	-
Communication-Electronics & Armament		99	77	02	05	07	09
Missiles		24	92	-	04	04	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering		120	80	01	02	05	12
Trnsp, Supply, Fuels.& Logistics		119	71	06	02	10	11
Financial & Statistical		89	67	06	01	12	14
Admin Svcs, Personnel, Manpower Mgt, & Information		210	60	05	02	17	16
Education & Training		120	90	06	02	-	02
Air Police & Special Investigations		22	59	-	09	09	23
Research & Development		288	61	05	06	09	19
Commander & Director Specialties		69	97	03	-	-	-
Procurement Management		62	63	05	03	14	15
Legal		19	37	10	11	26	16
Chaplain		16	67	-	07	13	13
Safety		6	100	-	-	-	-
Total		2240	73	05	05	08	09
<u>Grade **</u>							
2d Lieutenant		220	-	-	04	28	68
1st Lieutenant		276	09	14	21	35	21
Captain		746	89	05	04	01	01
Major		567	94	04	01	01	-
Lt Colonel		352	94	05	01	-	-
Colonel		80	93	05	02	-	-
Total		2241	73	05	05	08	09
<u>Flying Status **</u>							
Not Rated		770	53	04	05	16	22
Observer-Navigator		372	65	10	11	07	07
Pilots		949	89	05	03	02	01
Suspended		150	92	02	-	03	03
Total		2241	73	05	05	08	09

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 8. Under the current officer evaluation program periodic performance counseling by the rating official is required. Which of the following statements typifies the counseling you have received?

- A. Was not made aware that I was being officially counseled; any counseling I received may or may not have been in accordance with such a requirement.
- B. Was made officially aware of the requirement but was not counseled.
- C. Was made officially aware of the requirement but only token counseling was given.
- D. Was made officially aware of the requirement and was formally counseled but felt that the counseling was non-constructive in nature.
- E. Was made officially aware of the requirement and was formally and constructively counseled.

Percentages of  
Officers Selecting Alternatives

	N	A	B	C	D	E
<b>Command **</b>						
01	204	41	10	18	10	21
02	391	39	09	21	05	26
03	265	34	09	24	07	26
04	179	22	13	30	07	28
05	820	37	14	19	06	24
06	201	26	14	26	06	28
Total	2060	35	12	21	07	25
<b>Regular/Reserve **</b>						
Regular	1320	36	13	23	06	22
Reserve	921	33	10	21	08	28
Total	2241	35	12	22	07	24
<b>Duty Group **</b>						
Pilots & Flight Test	450	36	15	23	06	20
Operations	123	33	17	21	08	21
Navigator-Observer	234	24	14	24	07	31
Weapons & Missile Operations	123	32	10	14	07	37
Intelligence	36	25	06	31	08	30
Photography, Weather & Cartography	11	27	09	46	09	09
Communication-Electronics & Armament	99	33	13	26	09	19
Missiles	24	42	21	17	04	16
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	45	11	18	08	18
Trnsp, Supply, Fuels & Logistics	119	41	09	24	05	21
Financial & Statistical	89	31	06	26	08	27
Admin Svcs, Personnel, Manpower Mgt, & Information	210	35	09	19	07	30
Education & Training	120	21	13	29	08	29
Air Police & Special Investigations	22	36	14	23	04	23
Research & Development	288	36	11	22	06	25
Commander & Director Specialties	69	61	10	16	02	11
Procurement Management	62	47	03	16	07	27
Legal	19	29	18	29	06	18
Chaplain	16	40	07	13	07	33
Safety	6	17	-	66	-	17
Total	2240	35	12	22	07	24
<b>Grade **</b>						
2d Lieutenant	220	22	06	17	10	45
1st Lieutenant	276	22	05	23	12	38
Captain	746	34	14	24	05	23
Major	567	38	14	24	05	19
Lt Colonel	352	44	13	22	06	15
Colonel	80	64	07	15	01	13
Total	2241	35	12	22	07	24
<b>Flying Status**</b>						
Not Rated	770	32	09	21	07	31
Observer-Navigator	372	28	14	24	07	27
Pilots	949	38	13	23	07	19
Suspended	150	43	13	21	04	19
Total	2241	35	12	22	07	24

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.

Item 9. Have you seen the latest OER completed on you since September 62?

- A. Yes--at other than command headquarters.
- B. Yes--reviewed at command headquarters.
- C. No--but was aware of the level of that evaluation.
- D. No--and am not aware of the level of that evaluation.
- E. Have not received a rating since September 62.

		Percentages of Officers Selecting Alternatives				
	N	A	B	C	D	E
<b>Command **</b>						
01	204	38	18	15	28	01
02	391	41	19	13	26	01
03	265	12	18	19	50	01
04	179	22	30	14	34	-
05	820	51	14	15	20	-
06	201	22	23	18	36	01
Total	2060	38	18	15	29	-
<b>Regular/Reserve**</b>						
Regular	1320	36	22	14	28	-
Reserve	921	35	14	17	33	01
Total	2241	36	19	15	30	-
<b>Duty Group**</b>						
Pilots & Flight Test	450	41	14	19	25	01
Operations	123	31	31	17	21	-
Navigator-Observer	234	37	14	15	34	-
Weapons & Missile Operations	123	46	11	14	29	-
Intelligence	36	28	19	25	28	-
Photography, Weather & Cartography	11	09	27	18	46	-
Communication-Electronics & Armament	99	40	12	18	30	-
Missiles	24	38	33	-	29	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	32	23	13	30	02
Trns, Supply, Fuels & Logistics	119	33	17	09	39	02
Financial & Statistical	89	20	30	19	31	-
Admin Svcs, Personnel, Manpower Mgt, & Information	210	37	23	14	26	-
Education & Training	120	15	34	13	37	01
Air Police & Special Investigations	22	27	18	27	23	05
Research & Development	288	39	14	15	32	-
Commander & Director Specialties	69	38	25	12	25	-
Procurement Management	62	39	19	11	31	-
Legal	19	37	16	10	37	-
Chaplain	16	13	07	27	53	-
Safety	6	33	17	33	17	-
Total	2240	36	19	15	30	-
<b>Grade **</b>						
2d Lieutenant	220	34	10	19	37	-
1st Lieutenant	276	37	10	20	33	-
Captain	746	33	21	17	28	01
Major	567	37	19	13	30	01
Lt Colonel	352	40	24	11	25	-
Colonel	80	32	29	11	28	-
Total	2241	36	19	15	30	-
<b>Flying Status</b>						
Not Rated	770	33	18	16	32	01
Observer-Navigator	372	38	18	13	31	-
Pilots	949	37	19	16	27	01
Suspended	150	34	21	13	31	01
Total	2241	36	19	15	30	-

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 10. Are you familiar with the procedures through which the officer who receives a "referral" effectiveness report may respond to this rating?

A. No

B. Yes

Percentages of Officers Selecting Alternatives			
	N	A	B
<b>Command**</b>			
01	204	41	59
02	391	51	49
03	243	34	66
04	179	26	74
05	820	34	66
06	201	30	70
Total	2060	37	63
<b>Regular/Reserve**</b>			
Regular	1320	31	69
Reserve	921	45	55
Total	2241	37	63
<b>Duty Group**</b>			
Pilots & Flight Test	450	34	66
Operations	123	31	69
Navigator-Observer	234	53	47
Weapons & Missile Operations	123	30	70
Intelligence	36	42	58
Photography, Weather & Cartography	11	36	64
Communication-Electronics & Armament	99	28	72
Missiles	24	25	75
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	24	76
Trns, Supply, Fuels & Logistics	119	36	64
Financial & Statistical	89	35	65
Admin Svcs, Personnel, Manpower Mgt, & Information	210	27	73
Education & Training	120	26	74
Air Police & Special Investigations	22	23	77
Research & Development	288	58	42
Commander & Director Specialties	69	04	96
Procurement Management	62	55	45
Legal	19	21	79
Chaplain	16	53	47
Safety	6	33	67
Total	2240	37	63
<b>Grade**</b>			
2d Lieutenant	220	73	27
1st Lieutenant	276	67	33
Captain	746	35	65
Major	567	27	73
Lt Colonel	352	15	85
Colonel	80	12	88
Total	2241	37	63
<b>Flying Status**</b>			
Not Rated	770	45	55
Observer-Navigator	372	42	58
Pilots	949	30	70
Suspended	150	25	75
Total	2241	37	63

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 11. Are you familiar with the procedure for requesting that an unfair or prejudicial OER be voided and removed from your record file?

A. Yes

B. No

	Percentages of Officers Selecting Alternatives		
	N	A	B
<u>Command **</u>			
01	204	51	49
02	391	47	53
03	265	55	45
04	179	71	29
05	820	57	43
06	201	62	38
Total	2060	56	44
<u>Regular/Reserve**</u>			
Regular	1320	50	41
Reserve	921	50	50
Total	2241	56	44
<u>Duty Group**</u>			
Pilots & Flight Test	450	53	47
Operations	123	63	37
Navigator-Observer	234	40	60
Weapons & Missile Operations	123	59	41
Intelligence	36	42	58
Photography, Weather & Cartography	11	45	55
Communication-Electronics & Armament	99	59	41
Missiles	24	58	42
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	64	36
Trnsp, Supply, Fuels & Logistics	119	55	45
Financial & Statistical	89	49	51
Admin Svcs, Personnel, Manpower Mgt, & Information	210	74	26
Education & Training	120	72	28
Air Police & Special Investigations	22	73	27
Research & Development	288	39	61
Commander & Director Specialties	69	88	12
Procurement Management	62	47	53
Legal	19	21	79
Chaplain	16	40	60
Safety	6	50	50
Total	2240	56	44
<u>Grade **</u>			
2d Lieutenant	220	20	71
1st Lieutenant	276	1	69
Captain	746	53	47
Major	567	65	35
Lt Colonel	352	77	23
Colonel	80	78	22
Total	2241	56	44
<u>Flying Status **</u>			
Not Rated	770	51	49
Observer-Navigator	372	50	50
Pilots	949	60	40
Suspended	150	69	31
Total	2241	56	44

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 12. Have you ever requested than an unfair or prejudicial OER prepared on you be voided?

A. Yes

B. No, but was aware OERs could be voided.

C. No, was not aware OERs could be voided.

Percentages of Officers Selecting Alternatives				
	N	A	B	C
<u>Command**</u>				
01	204	05	79	16
02	391	04	75	21
03	265	06	81	13
04	179	04	92	04
05	820	04	87	09
06	201	04	91	05
Total	2060	04	84	12
<u>Regular/Reserve **</u>				
Regular	1320	05	87	08
Reserve	921	03	80	17
Total	2241	04	84	12
<u>Duty Group **</u>				
Pilots & Flight Test	450	02	90	08
Operations	123	06	90	04
Navigator-Observer	234	01	83	16
Weapons & Missile Operations	123	04	88	08
Intelligence	36	06	75	19
Photography, Weather & Cartography	11	-	91	09
Communication-Electronics & Armament	99	06	88	06
Missiles	24	-	96	04
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	06	81	13
Trnsp, Supply, Fuels & Logistics	119	04	85	11
Financial & Statistical	89	02	84	14
Admin Svcs, Personnel, Manpower Mgt, & Information	210	07	85	08
Education & Training	120	07	88	05
Air Police & Special Investigations	22	09	77	14
Research & Development	288	02	73	25
Commander & Director Specialties	69	17	83	-
Procurement Management	62	07	77	16
Legal	19	-	95	05
Chaplain	16	06	88	06
Safety	6	-	100	-
Total	2240	04	84	12
<u>Grade **</u>				
2d Lieutenant	220	01	64	35
1st Lieutenant	276	01	76	23
Captain	746	02	89	09
Major	567	06	87	07
Lt Colonel	352	09	88	03
Colonel	80	13	86	01
Total	2241	04	84	12
<u>Flying Status **</u>				
Not Rated	770	05	78	17
Observer-Navigator	372	03	84	13
Pilots	949	05	88	07
Suspended	150	05	89	06
Total	2241	04	84	12

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 13. Have you ever had an OER voided as a result of requesting such action?

A. Yes

B. No, I requested voiding but it was denied.

C. Not applicable. Have never requested such action.

	N.	Percentages of Officers Selecting Alternatives		
		A	B	C
<u>Command</u>				
01	204	03	03	94
02	391	02	01	97
03	265	02	03	95
04	179	03	02	95
05	820	02	02	96
06	201	02	02	96
Total	2260	02	02	96
<u>Regular/Reserve *</u>				
Regular	1320	03	02	95
Reserve	921	01	02	97
Total	2241	02	02	96
<u>Duty Group**</u>				
Pilots & Flight Test	450	01	01	98
Operations	123	03	03	94
Navigator-Observer	234	01	-	99
Weapons & Missile Operations	123	01	02	97
Intelligence	36	03	03	94
Photography, Weather & Cartography	11	-	-	100
Communication-Electronics & Armament	99	03	03	94
Missiles	24	-	-	100
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	01	05	94
Trnspl, Supply, Fuels & Logistics	119	03	02	95
Financial & Statistical	89	02	-	98
Admin Svcs, Personnel, Manpower Mgt, & Information	210	04	02	94
Education & Training	120	03	04	93
Air Police & Special Investigations	22	05	04	91
Research & Development	288	01	01	98
Commander & Director Specialties	69	06	11	83
Procurement Management	62	05	02	93
Legal	19	-	-	100
Chaplain	16	06	-	94
Safety	6	-	-	100
Total	2240	02	02	96
<u>Grade**</u>				
2d Lieutenant	220	-	-	100
1st Lieutenant	276	-	01	99
Captain	746	01	01	98
Major	567	04	02	94
Lt Colonel	352	05	04	91
Colonel	80	08	06	86
Total	2241	02	02	96
<u>Flying Status</u>				
Not Rated	770	02	02	96
Observer-Navigator	372	02	01	97
Pilots	949	03	02	95
Suspended	150	01	04	95
Total	2241	02	02	96

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.



Item 14. Which of the following best describes officer effectiveness evaluations you have received?

- A. I have consistently received evaluations representative of my true effectiveness level.
- B. More times than not, my evaluations have represented my true effectiveness.
- C. My past effectiveness evaluations have been incorrect as many times as they have been representative of my true performance.
- D. A large number of my evaluations have not been representative of my true performance.
- E. I have consistently received evaluations which did not represent my true effectiveness.
- F. I am not aware of the level of evaluations received.

		Percentages of Officers Selecting Alternatives					
	N	A	B	C	D	E	F
<b>Command**</b>							
01	204	20	50	14	05	02	09
02	391	17	57	13	04	-	09
03	265	13	50	09	06	-	22
04	179	14	67	12	04	01	02
05	820	23	54	13	05	03	04
06	201	15	60	08	06	-	11
Total	2260	19	55	12	05	01	08
<b>Regular/Reserve**</b>							
Regular	1320	19	64	10	04	-	03
Reserve	921	19	46	14	05	01	15
Total	2241	19	56	12	05	-	08
<b>Duty Group*</b>							
Pilots & Flight Test Operations	450	17	61	12	05	01	04
Navigator-Observer	123	19	63	11	06	-	01
Weapons & Missile Operations	234	26	48	10	05	-	11
Intelligence	123	17	55	15	06	01	06
Photography, Weather & Cartography	36	20	58	11	03	-	08
Communication-Electronics & Armament	11	36	46	09	-	-	09
Missiles	99	13	60	09	09	-	09
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	24	25	63	12	-	-	-
Transp, Supply, Fuels & Logistics	120	19	56	14	03	-	08
Financial & Statistical	119	19	49	12	03	02	15
Admin Svcs, Personnel, Manpower Mgt, & Information	89	25	46	15	04	-	10
Education & Training	210	22	51	11	04	01	11
Air Police & Special Investigations	120	15	67	10	04	02	02
Research & Development	22	09	59	18	05	-	09
Commander & Director Specialties	288	16	54	14	03	01	12
Procurement Management	69	12	75	07	04	-	02
Legal	62	24	57	11	03	-	05
Chaplain	19	31	53	-	-	-	16
Safety	16	25	31	13	12	-	19
Total	6	-	83	-	17	-	-
Total	2240	19	56	12	05	-	08
<b>Grade**</b>							
2d Lieutenant	220	29	26	06	03	01	35
1st Lieutenant	276	23	42	11	03	01	20
Captain	746	19	62	10	05	01	03
Major	567	18	59	15	05	01	02
Lt Colonel	352	14	65	13	06	-	02
Colonel	80	13	74	10	01	-	02
Total	2241	19	56	12	05	-	08
<b>Flying Status **</b>							
Not Rated	770	22	49	11	03	01	14
Observer-Navigator	372	25	53	10	04	-	08
Pilots	949	15	63	13	05	01	03
Suspended	150	17	60	09	07	-	07
Total	2241	19	56	12	05	-	08

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.

Item 15. Which of the following best expresses your present attitude toward the officer evaluation program?

- A. Highly satisfied.
- B. Somewhat satisfied.
- C. Neither satisfied or dissatisfied.
- D. Somewhat dissatisfied.
- E. Highly dissatisfied.

		Percentages of Officers Selecting Alternatives				
	N	A	B	C	D	E
<b>Command **</b>						
01	204	09	41	13	24	13
02	391	08	37	22	27	06
03	265	06	39	10	35	10
04	179	11	51	08	22	08
05	820	07	39	14	31	09
06	201	07	42	09	32	10
Total	2060	08	40	14	29	09
<b>Regular/Reserve **</b>						
Regular	1320	09	45	11	27	08
Reserve	921	05	35	17	33	10
Total	2241	08	40	14	29	09
<b>Duty Group **</b>						
Pilots & Flight Test	450	06	41	14	31	08
Operations	123	05	45	05	32	13
Navigator-Observer	234	08	36	15	30	11
Weapons & Missile Operations	123	07	40	07	35	11
Intelligence	36	14	36	08	36	06
Photography, Weather & Cartography	11	-	55	18	27	-
Communication-Electronics & Armament	99	04	39	16	32	09
Missiles	24	17	46	12	25	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	03	38	16	35	08
Trnsp, Supply, Fuels & Logistics	119	09	39	13	31	08
Financial & Statistical	89	16	40	11	27	06
Admin Svcs, Personnel, Manpower Mgt, & Information	210	08	43	14	28	07
Education & Training	120	10	51	05	24	10
Air Police & Special Investigations	22	14	27	32	18	09
Research & Development	288	07	36	22	26	09
Commander & Director Specialties	69	12	57	11	14	06
Procurement Management	62	11	42	10	24	13
Legal	19	11	37	05	26	21
Chaplain	16	13	25	31	31	-
Safety	6	-	50	-	17	33
Total	2240	08	40	14	29	09
<b>Grade **</b>						
2d Lieutenant	220	04	37	23	27	09
1st Lieutenant	276	07	34	21	29	09
Captain	746	07	44	11	30	08
Major	567	09	38	12	30	11
Lt Colonel	352	08	42	12	28	10
Colonel	80	19	48	06	22	05
Total	2241	08	40	14	29	09
<b>Flying Status **</b>						
Not Rated	770	08	41	17	27	07
Observer-Navigator	372	09	42	12	29	08
Pilots	949	07	40	12	31	10
Suspended	150	09	35	09	33	13
Total	2241	08	40	14	29	09

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 16. What is your opinion with regard to the current policy of not showing an OER to the officer on whom it was prepared?

- A. Agree
- B. Disagree
- C. Did not know of this policy.

	N	Percentages of Officers Selecting Alternatives		
		A	B	C
<u>Command**</u>				
01	204	23	75	02
02	391	19	76	05
03	265	19	81	-
04	179	28	72	-
05	820	20	79	01
06	201	16	83	01
Total	2060	20	78	02
<u>Regular/Reserve**</u>				
Regular	1320	22	77	01
Reserve	921	18	80	02
Total	2241	20	78	02
<u>Duty Group **</u>				
Pilots & Flight Test	450	18	81	01
Operations	123	19	81	-
Navigator-Observer	234	15	84	01
Weapons & Missile Operations	123	24	73	03
Intelligence	36	25	75	-
Photography, Weather & Cartography	11	36	64	-
Communication-Electronics & Armament	99	16	84	-
Missiles	24	29	71	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	20	78	02
Trnsp, Supply, Fuels & Logistics	119	16	82	02
Financial & Statistical	89	15	82	03
Admin Svcs, Personnel, Manpower Mgt, & Information	210	19	80	01
Education & Training	120	34	64	02
Air Police & Special Investigations	22	09	86	05
Research & Development	288	20	75	05
Commander & Director Specialties	69	46	53	01
Procurement Management	62	18	81	01
Legal	19	21	79	-
Chaplain	16	38	56	06
Safety	6	33	67	-
Total	2240	20	78	02
<u>Grade **</u>				
2d Lieutenant	220	14	81	05
1st Lieutenant	276	15	83	02
Captain	746	17	82	01
Major	567	18	80	02
Lt Colonel	352	32	67	01
Colonel	80	49	48	03
Total	2241	20	78	02
<u>Flying Status *</u>				
Not Rated	770	18	79	03
Observer-Navigator	372	18	81	01
Pilots	949	22	77	01
Suspended	150	28	71	01
Total	2241	20	78	02

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 17. The "no-show" policy was initiated in September 62. This policy has, in your opinion--

- A. Had no effect on the evaluations given by raters.
- B. Tended to result in lower evaluation ratings.
- C. Tended to result in increased evaluation ratings.
- D. Was not aware of this policy.

	N	Percentages of Officers Selecting Alternatives			
		A	B	C	D
<b>Command **</b>					
01	204	51	39	02	05
02	391	55	33	-	09
03	265	51	44	02	03
04	179	54	43	01	02
05	820	60	37	01	02
06	201	50	43	03	04
Total	2060	56	38	01	05
<b>Regular/Reserve **</b>					
Regular	1320	59	37	01	03
Reserve	921	51	41	02	06
Total	2241	56	39	01	04
<b>Duty Group **</b>					
Pilots & Flight Test	450	61	35	01	03
Operations	123	54	42	02	02
Navigator-Observer	234	60	34	03	03
Weapons & Missile Operations	123	56	40	-	04
Intelligence	36	39	53	05	03
Photography, Weather & Cartography	11	18	82	-	-
Communication-Electronics & Armament	99	60	40	-	-
Missiles	24	50	50	-	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	56	40	01	03
Trnsp, Supply, Fuels & Logistics	119	44	47	02	07
Financial & Statistical	89	46	47	01	06
Admin Svcs, Personnel, Manpower Mgt, & Information	210	56	38	02	04
Education & Training	120	55	42	-	03
Air Police & Special Investigations	22	50	41	-	09
Research & Development	283	58	31	02	09
Commander & Director Specialties	69	47	49	03	01
Procurement Management	62	52	34	02	11
Legal	19	53	41	-	06
Chaplain	16	31	44	06	19
Safety	6	50	33	-	17
Total	2240	56	39	01	04
<b>Grade**</b>					
2d Lieutenant	220	41	44	02	13
1st Lieutenant	276	54	38	02	06
Captain	746	58	38	01	03
Major	567	57	38	02	03
Lt Colonel	352	61	36	-	03
Colonel	80	49	43	04	04
Total	2241	56	39	01	04
<b>Flying Status**</b>					
Not Rated	770	50	42	01	07
Observer-Navigator	372	58	36	03	03
Pilots	949	59	37	01	03
Suspended	150	57	40	-	03
Total	2241	56	39	01	04

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.

Item 18. Do you feel that the "Review by the Indorsing Official" is an essential requirement in the evaluation program?

- A. No.
- B. Yes, regardless of whether or not the indorser is familiar with the rates.
- C. Yes, but only if the indorser is directly familiar with the rates's performance.

Percentages of Officers Selecting Alternatives				
	N	A	B	C
<u>Command **</u>				
01	204	02	44	54
02	391	03	38	59
03	265	04	32	64
04	179	02	47	51
05	820	04	25	71
06	201	-	30	70
Total	2060	03	33	64
<u>Regular/Reserve **</u>				
Regular	1320	02	37	61
Reserve	921	04	27	69
Total	2241	03	33	64
<u>Duty Group **</u>				
Pilots & Flight Test	450	02	26	72
Operations	123	04	32	64
Navigator-Observer	234	03	28	69
Weapons & Missile Operations	123	03	27	70
Intelligence	36	03	22	75
Photography, Weather & Cartography	11	-	55	45
Communication-Electronics & Armament	99	02	46	52
Missiles	24	-	17	83
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	06	31	63
Trnsp, Supply, Fuels & Logistics	119	03	29	68
Financial & Statistical	89	04	33	63
Admin Svcs, Personnel, Manpower Mgt, & Information	210	02	38	60
Education & Training	120	02	44	54
Air Police & Special Investigations	22	09	23	68
Research & Development	288	02	43	55
Commander & Director Specialties	69	04	47	49
Procurement Management	62	03	37	60
Legal	19	-	26	74
Chaplain	16	-	31	69
Safety	6	-	33	67
Total	2240	03	33	64
<u>Grade **</u>				
2d Lieutenant	220	03	27	70
1st Lieutenant	276	03	23	74
Captain	746	02	35	63
Major	567	04	33	63
Lt Colonel	352	03	37	60
Colonel	80	03	55	42
Total	2241	03	33	64
<u>Flying Status</u>				
Not Rated	770	03	33	64
Observer-Navigator	372	03	30	67
Pilots	949	02	34	64
Suspended	150	05	38	57
Total	2241	03	33	64

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 19. What would be your reaction to an evaluation scale reduced to three levels: "Unsatisfactory," "Satisfactory" and "Outstanding" -- similar to the Civil Service System?

A. Favorable

B. Unfavorable

	Percentages of Officers Selecting Alternatives		
	N	A	B
<b>Command **</b>			
01	204	32	68
02	391	38	62
03	265	50	50
04	179	46	54
05	820	44	56
06	201	44	56
Total	2060	43	57
<b>Regular/Reserve</b>			
Regular	1320	41	59
Reserve	921	44	56
Total	2241	42	58
<b>Duty Group **</b>			
Pilots & Flight Test	450	43	57
Operations	123	43	57
Navigator-Observer	234	41	59
Weapons & Missile Operations	123	50	50
Intelligence	36	33	67
Photography, Weather & Cartography	11	36	64
Communication-Electronics & Armament	99	46	54
Missiles	24	54	46
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	52	48
Trnsp, Supply, Fuels & Logistics	119	48	52
Financial & Statistical	89	25	75
Admin Svcs, Personnel, Manpower Mgt, & Information	210	45	55
Education & Training	120	48	52
Air Police & Special Investigations	22	27	73
Research & Development	288	34	66
Commander & Director Specialties	69	43	57
Procurement Management	62	41	59
Legal	19	42	58
Chaplain	16	56	44
Safety	6	50	50
Total	2240	42	58
<b>Grade**</b>			
2d Lieutenant	220	23	77
1st Lieutenant	276	29	71
Captain	746	41	59
Major	567	52	48
Lt Colonel	352	54	46
Colonel	80	35	65
Total	2241	42	58
<b>Flying Status **</b>			
Not Rated	770	36	64
Observer-Navigator	372	43	57
Pilots	949	45	55
Suspended	150	56	44
Total	2241	42	58

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 20. "Although OERs are used to evaluate an officer by comparing him with all other officers of his grade throughout the entire Air Force, these evaluations generally result in a fair comparison of officers according to their ability." What is your opinion of this statement?

A. I agree.

B. I disagree.

	Percentages of Officers Selecting Alternatives		
	N	A	B
<u>Command</u>			
01	204	31	69
02	391	34	66
03	265	38	62
04	179	38	62
05	820	35	65
06	201	33	67
Total	2060	35	65
<u>Regular/Reserve**</u>			
Regular	1320	38	62
Reserve	921	30	70
Total	2241	35	65
<u>Duty Group**</u>			
Pilots & Flight Test	450	31	69
Operations	123	40	60
Navigator-Observer	234	36	64
Weapons & Missile Operations	123	49	51
Intelligence	36	42	58
Photography, Weather & Cartography	11	18	82
Communication-Electronics & Armament	99	28	72
Missiles	24	38	62
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	29	71
Trnsp, Supply, Fuels & Logistics	119	32	68
Financial & Statistical	89	43	57
Admin Svcs, Personnel, Manpower Mgt, & Information	210	37	63
Education & Training	120	35	65
Air Police & Special Investigations	22	27	73
Research & Development	288	30	70
Commander & Director Specialties	69	55	45
Procurement Management	62	26	74
Legal	19	16	84
Chaplain	16	44	56
Safety	6	33	67
Total	2240	35	65
<u>Grade**</u>			
2d Lieutenant	220	34	66
1st Lieutenant	276	32	68
Captain	746	33	67
Major	567	32	68
Lt Colonel	352	41	59
Colonel	80	52	48
Total	2241	35	65
<u>Flying Status</u>			
Not Rated	770	35	65
Observer-Navigator	372	39	61
Pilots	949	33	67
Suspended	150	35	65
Total	2241	35	65

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 21. Which one of the following do you consider the most valid measure of your effectiveness as an officer?

- A. Average of all the "overall" ratings received.
- B. Average of the "overall" ratings received in the last five years.
- C. Average of the "overall" ratings received in your current grade.
- D. "Overall" evaluation indicated on your most recent effectiveness report.

		Percentages of Officers Selecting Alternatives				
		N	A	B	C	D
<u>Command **</u>						
01		204	17	35	27	21
02		391	19	35	27	19
03		265	10	36	32	22
04		179	16	52	24	04
05		820	17	41	28	14
06		201	17	44	27	12
Total		2060	16	40	28	16
<u>Regular/Reserve**</u>						
Regular		1320	15	6	26	13
Reserve		921	17	33	30	20
Total		2241	16	40	28	16
<u>Duty Group**</u>						
Pilots & Flight Test		450	17	43	26	14
Operations		123	14	49	23	14
Navigator-Observer		234	14	33	33	20
Weapons & Missile Operations		123	16	39	33	12
Intelligence		36	14	39	25	22
Photography, Weather & Cartography		11	09	36	46	09
Communication-Electronics & Armament		99	18	42	27	13
Missiles		24	04	50	38	08
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering		120	16	41	32	11
Trnsp, Supply, Fuels & Logistics		119	17	35	29	19
Financial & Statistical		89	18	41	29	12
Admin Svcs, Personnel, Manpower Mgt, & Information		210	15	37	30	18
Education & Training		120	13	55	24	08
Air Police & Special Investigations		22	04	23	32	41
Research & Development		288	20	35	24	21
Commander & Director Specialties		69	23	39	31	07
Procurement Management		62	11	55	23	11
Legal		19	10	26	32	32
Chaplain		16	31	38	19	12
Safety		6	-	67	-	33
Total		2240	16	40	28	16
<u>Grade **</u>						
2d Lieutenant		220	12	19	37	32
1st Lieutenant		276	22	18	32	28
Captain		746	14	38	34	14
Major		567	15	56	20	09
Lt Colonel		352	18	51	21	10
Colonel		80	27	45	24	04
Total		2241	16	40	28	16
<u>Flying Status **</u>						
Not Rated		770	17	33	31	19
Observer-Navigator		372	13	40	30	17
Pilots		949	17	45	25	13
Suspended		150	12	50	28	10
Total		2241	16	40	28	16

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.



Item 22. "The Air Force's emphasis on effectiveness reports has resulted in the majority of officers being more concerned with getting a good OIR than with getting the job done." What do you think of this statement?

A. Agree.

B. Disagree.

	N	Percentages of Officers Selecting Alternatives	
		A	B
<u>Command</u>			
01	204	48	52
02	391	47	53
03	265	53	47
04	179	48	52
05	820	49	51
06	201	51	49
Total	2060	49	51
<u>Regular/Reserve**</u>			
Regular	1320	47	53
Reserve	921	53	47
Total	2241	49	51
<u>Duty Group*</u>			
Pilots & Flight Test	450	53	47
Operations	123	53	47
Navigator-Observer	234	55	45
Weapons & Missile Operations	123	47	53
Intelligence	36	50	50
Photography, Weather & Cartography	11	45	55
Communication-Electronics & Armament	99	49	51
Missiles	24	38	62
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	56	44
Trnsp, Supply, Fuels & Logistics	119	55	45
Financial & Statistical	89	36	64
Admin Svcs, Personnel, Manpower Mgt, & Information	210	51	49
Education & Training	120	42	58
Air Police & Special Investigations	22	45	55
Research & Development	288	44	56
Commander & Director Specialties	69	38	62
Procurement Management	62	47	53
Legal	19	68	32
Chaplain	16	60	40
Safety	6	50	50
Total	2240	49	51
<u>Grade**</u>			
2d Lieutenant	220	55	45
1st lieutenant	276	52	48
Captain	746	53	47
Major	567	49	51
Lt Colonel	352	40	60
Colonel	80	30	70
Total	2241	49	51
<u>Flying Status</u>			
Not Rated	770	50	50
Observer-Navigator	372	52	48
Pilots	949	50	50
Suspended	150	42	58
Total	2241	49	51

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 23. An ideal officer evaluation method would be (Select the most appropriate)--

- A. An evaluation by the immediate commander or supervisor based primarily upon his own personal judgment of the officer being rated.
- B. An evaluation by a panel, where complete agreement on the rating by all panel members would be required.
- C. An evaluation arrived at through a joint review by the supervisory officer and the officer being rated.
- D. A self-rating by the officer upon whom the evaluation is required.
- E. An evaluation by the immediate commander or supervisor in which published information regarding the average overall evaluations received in the preceding month by officers of the same grade was available for reference.

	N	Percentages of Officers Selecting Alternatives				
		A	B	C	D	E
<u>Command</u>						
01	204	33	13	20	-	34
02	391	28	14	24	-	34
03	265	31	14	18	-	37
04	179	28	11	18	01	42
05	820	28	18	17	01	36
06	201	30	15	24	01	30
Total	2060	29	15	20	-	36
<u>Regular/Reserve**</u>						
Regular	1320	31	14	18	-	37
Reserve	921	27	17	22	01	33
Total	2241	30	15	19	01	35
<u>Duty Group**</u>						
Pilots & Flight Test	450	25	20	16	-	39
Operations	123	34	19	18	-	29
Navigator-Observer	234	25	17	16	-	42
Weapons & Missile Operations	123	33	19	15	-	33
Intelligence	36	22	06	28	-	44
Photography, Weather & Cartography	11	18	27	18	-	37
Communication-Electronics & Armament	99	25	19	13	01	42
Missiles	24	42	08	17	-	33
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	33	09	23	02	33
Transp, Supply, Fuels & Logistics	119	36	13	26	01	24
Financial & Statistical	89	32	10	21	01	36
Admin Svcs, Personnel, Manpower Mgt, & Information	210	34	15	22	01	28
Education & Training	120	29	10	17	-	44
Air Police & Special Investigations	22	43	10	33	-	14
Research & Development	288	25	14	25	01	35
Commander & Director Specialties	69	52	10	07	-	31
Procurement Management	62	34	03	29	-	34
Legal	19	37	11	26	-	26
Chaplain	16	20	20	33	-	27
Safety	6	33	17	-	-	50
Total	2240	30	15	19	01	35
<u>Grade**</u>						
2d Lieutenant	220	24	13	28	01	34
1st Lieutenant	276	24	17	16	01	42
Captain	746	28	16	18	01	37
Major	567	27	17	22	01	33
Colonel	352	39	12	17	-	32
Colonel	80	49	08	11	-	32
Total	2241	30	15	19	01	35
<u>Flying Status **</u>						
Not Rated	770	32	12	23	01	32
Observer-Navigator	372	27	16	17	-	40
Pilots	949	29	17	17	-	37
Suspended	150	32	15	25	01	27
Total	2241	30	15	19	01	35

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 24. Assuming you were in a command or supervisory position, do you feel qualified to complete a rating on another officer?

A. Yes

B. No

	N	Percentages of Officers Selecting Alternatives	
		A	B
<u>Command **</u>			
01	204	85	15
02	391	90	10
03	265	86	14
04	179	96	04
05	820	90	10
06	201	95	05
Total	2060	90	10
<u>Regular/Reserve **</u>			
Regular	1320	94	06
Reserve	921	84	16
Total	2241	90	10
<u>Duty Group **</u>			
Pilots & Flight Test	450	89	11
Operations	123	96	04
Navigator-Observer	234	79	21
Weapons & Missile Operations	123	96	04
Intelligence	36	94	06
Photography, Weather & Cartography	11	73	27
Communication-Electronics & Armament	99	93	07
Missiles	24	92	08
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	96	04
Trnsp, Supply, Fuels & Logistics	119	87	13
Financial & Statistical	89	93	07
Admin Svcs, Personnel, Manpower Mgt, & Information	210	93	07
Education & Training	120	94	06
Air Police & Special Investigations	22	86	14
Research & Development	288	90	10
Commander & Director Specialties	69	100	-
Procurement Management	62	85	15
Legal	19	74	26
Chaplain	16	60	40
Safety	6	83	17
Total	2240	90	10
<u>Grade **</u>			
2d Lieutenant	220	75	25
1st Lieutenant	276	73	27
Captain	746	92	08
Major	567	96	04
Lt Colonel	352	98	02
Colonel	80	100	-
Total	2241	90	10
<u>Flying Status **</u>			
Not Rated	770	87	13
Observer-Navigator	372	85	15
Pilots	949	94	06
Suspended	150	97	03
Total	2241	90	10

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 25. In your opinion the officer evaluation program (Select one alternative)--

- A. Consistently identifies true performance levels.
- B. Usually identifies true performance levels.
- C. True performance may or may not be identified.
- D. Often fails to identify true performance.
- E. Consistently fails to identify true performance levels.

		Percentages of Officers Selecting Alternatives				
	N	A	B	C	D	E
<u>Command</u>						
01	204	-	35	44	19	02
02	391	-	36	47	14	03
03	265	-	35	47	16	02
04	179	-	50	33	15	02
05	820	02	38	41	16	03
06	201	-	35	45	17	03
Total	2060	01	38	43	16	02
<u>Regular/Reserve **</u>						
Regular	1320	01	43	39	15	02
Reserve	921	-	32	47	18	03
Total	2241	01	38	42	16	03
<u>Duty Group</u>						
Pilots & Flight Test	450	01	35	44	17	03
Operations	123	03	47	32	15	03
Navigator-Observer	234	01	35	46	16	02
Weapons & Missile Operations	123	02	39	41	14	04
Intelligence	36	-	42	36	19	03
Photography, Weather & Cartography	11	-	27	46	18	09
Communication-Electronics & Armament	99	01	36	45	16	02
Missiles	24	-	50	50	-	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	01	31	47	18	03
Trnsp, Supply, Fuels & Logistics	119	01	33	50	13	03
Financial & Statistical	89	01	45	35	17	02
Admin Svcs, Personnel, Manpower Mgt, & Information	210	-	40	41	16	03
Education & Training	120	01	47	33	17	02
Air Police & Special Investigations	22	-	38	48	14	-
Research & Development	288	01	35	47	14	03
Commander & Director Specialties	69	-	56	32	10	02
Procurement Management	62	02	32	43	23	-
Legal	19	-	31	37	32	-
Chaplain	16	-	60	27	13	-
Safety	6	-	50	-	50	-
Total	2240	01	38	42	16	03
<u>Grade **</u>						
2d Lieutenant	220	-	28	56	14	02
1st Lieutenant	276	01	30	48	17	04
Captain	746	01	39	40	17	03
Major	567	-	41	42	14	03
Lt Colonel	352	01	43	37	18	01
Colonel	80	01	51	31	13	04
Total	2241	01	38	42	16	03
<u>Flying Status</u>						
Not Rated	770	01	37	45	14	03
Observer-Navigator	372	01	42	42	14	01
Pilots	949	01	38	40	18	03
Suspended	150	01	35	44	17	03
Total	2241	01	38	42	16	03

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 26. OER comparisons are used as a basis for many personnel actions at Hq. USAF.  
Such comparisons should be made on (Select only the most preferred alternative)--

- A. All officers in the same grade, Air Force wide.
- B. All officers in the same grade, but within each command separately.
- C. All officers in the same grade, but within each career field (DAFSC) separately.
- D. Rated and non-rated officers (of the same grade) separately.
- E. Regular and Reserve officers (of the same grade) separately.

		Percentages of Officers Selecting Alternatives				
	N	A	B	C	D	E
<u>Command**</u>						
01	204	27	19	50	03	01
02	391	32	22	44	02	-
03	265	31	19	47	01	02
04	179	38	33	27	02	-
05	820	31	21	43	04	01
06	201	25	18	49	07	01
Total	2060	31	21	44	03	01
<u>Regular/Reserve**</u>						
Regular	1320	37	24	35	03	01
Reserve	921	22	18	55	04	01
Total	2241	31	22	43	03	01
<u>Duty Group**</u>						
Pilots & Flight Test	450	29	28	37	05	01
Operations	123	34	34	28	02	02
Navigator-Observer	234	29	27	42	02	-
Weapons & Missile Operations	123	46	12	39	02	01
Intelligence	36	22	11	64	03	-
Photography, Weather & Cartography	11	27	09	55	09	-
Communication-Electronics & Armament	99	27	07	63	-	03
Missiles	24	42	25	29	04	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	26	15	54	03	02
Transp, Supply, Fuels & Logistics	119	24	11	61	03	01
Financial & Statistical	89	33	12	52	02	01
Admin Svcs, Personnel, Manpower Mgt, & Information	210	33	15	44	06	02
Education & Training	120	35	41	23	01	-
Air Police & Special Investigations	22	20	05	75	-	-
Research & Development	288	31	24	41	03	01
Commander & Director Specialties	69	49	16	34	01	-
Procurement Management	62	32	23	43	02	-
Legal	19	05	05	79	11	-
Chaplain	16	13	07	73	07	-
Safety	6	66	17	17	-	-
Total	2240	31	22	43	03	01
<u>Grade**</u>						
2d Lieutenant	220	20	19	57	04	-
1st Lieutenant	276	23	21	52	04	-
Captain	746	33	24	38	04	01
Major	567	34	22	41	02	01
Lt Colonel	352	35	20	43	01	01
Colonel	80	45	16	35	04	-
Total	2241	31	22	43	03	01
<u>Flying Status **</u>						
Not Rated	770	26	14	55	04	01
Observer-Navigator	372	32	28	38	02	-
Pilots	949	35	27	34	03	01
Suspended	150	34	17	47	01	01
Total	2241	31	22	43	03	01

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.

Item 27. As either a rating officer or an officer being rated, are you aware of any "local" file of OERs that are used as a "reference?"

A. Yes.

B. No.

Percentages of Officers Selecting Alternatives			
	N	A	B
<u>Command **</u>			
01	204	35	65
02	391	22	78
03	265	25	75
04	179	34	66
05	820	31	69
06	201	25	75
Total	2060	29	71
<u>Regular/Reserve **</u>			
Regular	1720	31	69
Reserve	921	26	74
Total	2241	29	71
<u>Duty Group</u>			
Pilots & Flight Test	450	31	69
Operations	123	41	59
Navigator-Observer	234	27	73
Weapons & Missile Operations	123	29	71
Intelligence	36	19	81
Photography, Weather & Cartography	11	27	73
Communication-Electronics & Armament	99	21	79
Missiles	24	17	83
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	33	67
Trnsp, Supply, Fuels & Logistics	119	31	69
Financial & Statistical	89	29	71
Admin Svcs, Personnel, Manpower Mgt, & Information	210	33	67
Education & Training	120	23	77
Air Police & Special Investigations	22	35	65
Research & Development	288	25	75
Commander & Director Specialties	70	27	73
Procurement Management	6	27	73
Legal	19	32	68
Chaplain	16	20	80
Safety	6	17	83
Total	2240	29	71
<u>Grade **</u>			
2d Lieutenant	220	18	82
1st Lieutenant	276	19	81
Captain	746	31	69
Major	567	34	66
Lt Colonel	352	32	68
Colonel	80	32	68
Total	2241	29	71
<u>Employment Status **</u>			
Not Rated	770	25	75
Observer-Navigator	372	28	72
Pilot	949	33	67
Suspended	150	30	70
Total	2241	29	71

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 28. The officer or civilian supervisor who completed my most recent OER was, in my judgment--

- A. Thoroughly familiar with my duty field.
- B. Partially familiar with my duty field.
- C. Somewhat unfamiliar with my duty field.
- D. Not at all familiar with my duty field.

	N	Percentages of Officers Selecting Alternatives			
		A	B	C	D
<b>Command**</b>					
01	204	67	23	08	02
02	391	73	20	05	02
03	265	67	24	07	02
04	179	81	13	04	02
05	820	79	16	04	01
06	201	70	24	04	02
Total	2060	75	19	05	01
<b>Regular/Reserve**</b>					
Regular	1320	77	17	05	01
Reserve	921	71	22	06	01
Total	2241	75	19	05	01
<b>Duty Group**</b>					
Pilots & Flight Test	450	91	08	01	-
Operations	123	83	14	02	01
Navigator-Observer	234	75	22	02	01
Weapons & Missile Operations	123	78	21	01	-
Intelligence	36	68	26	-	06
Photography, Weather & Cartography	11	73	18	09	-
Communication-Electronics & Armament	99	68	20	09	03
Missiles	24	75	13	08	04
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	65	23	10	02
Transp, Supply, Fuels & Logistics	119	52	33	12	03
Financial & Statistical	89	73	22	05	-
Admin Svcs, Personnel, Manpower Mgt, & Information	210	66	25	07	02
Education & Training	120	82	12	05	01
Air Police & Special Investigations	22	59	36	05	-
Research & Development	288	75	16	07	02
Commander & Director Specialties	69	57	31	12	-
Procurement Management	62	67	26	03	04
Legal	19	69	26	05	-
Chaplain	16	56	25	19	-
Safety	6	50	50	-	-
Total	2240	75	19	05	01
<b>Grade**</b>					
2d Lieutenant	220	78	17	05	-
1st Lieutenant	276	76	20	04	-
Captain	746	79	16	04	01
Major	567	74	19	04	03
Lt Colonel	352	67	23	08	02
Colonel	80	67	23	09	01
Total	2241	75	19	05	01
<b>Flying Status**</b>					
Not Rated	770	69	23	07	01
Observer-Navigator	372	74	20	04	02
Pilots	949	82	14	03	01
Suspended	150	64	22	10	04
Total	2241	75	19	05	01

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 29. The officer or civilian supervisor who completed my most recent OER was, in my judgment--

- A. Highly qualified to rate my performance.
- B. Fairly well qualified to rate my performance.
- C. Not too well qualified to rate my performance.
- D. Unqualified to rate my performance.

	N	Percentages of Officers Selecting Alternatives			
		A	B	C	D
<u>Command</u>					
01	204	57	31	08	04
02	391	65	28	05	02
03	265	56	34	07	03
04	179	63	30	05	02
05	820	65	30	04	01
06	201	54	38	05	03
Total	2060	62	31	05	02
<u>Regular/Reserve **</u>					
Regular	1320	65	28	05	02
Reserve	921	57	35	06	02
Total	2241	62	31	05	02
<u>Duty Group **</u>					
Pilots & Flight Test	450	68	28	03	01
Operations	123	69	27	02	02
Navigator-Observer	234	60	35	03	02
Weapons & Missile Operations	123	69	29	01	01
Intelligence	36	54	40	-	06
Photography, Weather & Cartography	11	27	64	09	-
Communication-Electronics & Armament	99	58	31	06	05
Missiles	24	74	22	04	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	55	30	12	03
Trnsp, Supply, Fuels & Logistics	119	45	40	11	04
Financial & Statistical	89	56	38	06	-
Admin Svcs, Personnel, Manpower Mgt, & Information	210	60	32	06	02
Education & Training	120	64	29	07	-
Air Police & Special Investigations	22	55	32	04	09
Research & Development	288	63	31	04	02
Commander & Director Specialties	69	57	31	10	02
Procurement Management	62	66	21	11	02
Legal	19	63	32	-	05
Chaplain	16	47	27	20	06
Safety	6	50	50	-	-
Total	2240	62	31	05	02
<u>Grade *</u>					
2d Lieutenant	220	59	33	05	03
1st Lieutenant	276	54	40	03	03
Captain	746	66	27	05	02
Major	567	61	32	05	02
Lt Colonel	352	60	32	07	01
Colonel	80	67	21	09	03
Total	2241	62	31	05	02
<u>Flying Status **</u>					
Not Rated	770	57	34	06	03
Observer-Navigator	372	63	31	03	03
Pilots	949	66	28	05	01
Suspended	150	57	32	08	03
Total	2241	62	31	05	02

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.



Item 30. Do you think that there should be a difference between effectiveness evaluations given to the Regular Air Force officers and those given to Reserve officers?

- A. Yes, Regular officers should receive higher evaluations.
- B. Yes, Reserve officers should receive higher evaluations.
- C. No, there should be no significant differences.

		Percentages of Officers Selecting Alternatives		
	N	A	B	C
<u>Command</u>				
01	204	02	-	98
02	391	01	-	99
03	265	02	-	98
04	179	04	-	96
05	820	02	-	98
06	201	02	-	98
Total	2060	02	-	98
<u>Regular/Reserve **</u>				
Regular	1320	03	-	97
Reserve	921	01	-	99
Total	2241	02	-	98
<u>Duty Group</u>				
Pilots & Flight Test	450	02	-	98
Operations	123	01	-	99
Navigator-Observer	234	03	-	97
Weapons & Missile Operations	123	02	-	98
Intelligence	36	03	-	97
Photography, Weather & Cartography	11	-	-	100
Communication-Electronics & Armament	99	02	-	98
Missiles	24	-	-	100
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	03	-	97
Trns, Supply, Fuels & Logistics	119	01	01	98
Financial & Statistical	89	02	-	98
Admin Svcs, Personnel, Manpower Mgt, & Information	210	01	-	99
Education & Training	120	03	-	97
Air Police & Special Investigations	22	-	-	100
Research & Development	288	01	-	99
Commander & Director Specialties	69	-	-	100
Procurement Management	62	-	-	100
Legal	19	05	-	95
Chaplain	16	12	-	88
Safety	6	17	-	83
Total	2240	02	-	98
<u>Grade</u>				
2d Lieutenant	220	01	-	99
1st Lieutenant	276	02	-	98
Captain	746	03	-	97
Major	567	02	-	98
Lt Colonel	352	01	-	99
Colonel	80	-	-	100
Total	2241	02	-	98
<u>Flying Status *</u>				
Not Rated	770	02	-	98
Observer-Navigator	372	03	-	97
Pilots	949	02	-	98
Suspended	150	03	-	97
Total	2241	02	-	98

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 31, Do you think that a specified level of effectiveness should be required for promotion?

A. No

B. Yes

	N	Percentages of Officers Selecting Alternatives	
		A	B
<u>Command</u>			
01	204	20	80
02	391	19	81
03	265	20	80
04	179	24	76
05	820	18	82
06	201	20	80
Total	2060	19	81
<u>Regular/Reserve*</u>			
Regular	1320	17	83
Reserve	921	21	79
Total	2241	19	81
<u>Duty Group</u>			
Pilots & Flight Test	450	16	74
Operations	123	15	85
Navigator-Observer	234	22	78
Weapons & Missile Operations	123	11	89
Intelligence	36	12	88
Photography, Weather & Cartography	11	09	91
Communication-Electronics & Armament	99	15	85
Missiles	24	08	92
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	25	75
Trnsp, Supply, Fuels & Logistics	119	25	75
Financial & Statistical	89	18	82
Admin Svcs, Personnel, Manpower Mgt, & Information	210	20	80
Education & Training	120	26	74
Air Police & Special Investigations	22	14	86
Research & Development	288	16	84
Commander & Director Specialties	69	19	81
Procurement Management	62	26	74
Legal	19	11	89
Chaplain	16	31	69
Safety	6	17	83
Total	2240	19	81
<u>Grade*</u>			
2d Lieutenant	220	25	75
1st Lieutenant	276	20	80
Captain	746	16	84
Major	567	16	84
Lt Colonel	352	21	79
Colonel	80	22	78
Total	2241	19	81
<u>Flying Status</u>			
Not Rated	770	19	81
Observer-Navigator	372	20	80
Pilots	949	17	83
Suspended	150	22	78
Total	2241	19	81

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item. 32. Do you think that a certain level of effectiveness is required for promotion?

A. Yes

B. No

	N	Percentages of Officers Selecting Alternatives	
		A	B
<u>Command**</u>			
01	204	79	21
02	391	80	20
03	265	81	19
04	179	71	29
05	820	86	14
06	201	81	19
Total	2060	82	18
<u>Regular/Reserve</u>			
Regular	1320	81	19
Reserve	921	82	18
Total	2241	81	19
<u>Duty Group**</u>			
Pilots & Flight Test	450	83	17
Operations	123	80	20
Navigator-Observer	234	83	17
Weapons & Missile Operations	123	85	15
Intelligence	36	86	14
Photography, Weather & Cartography	11	45	55
Communication-Electronics & Armament	99	83	17
Missiles	24	79	21
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	83	17
Trnsp, Supply, Fuels & Logistics	119	88	12
Financial & Statistical	89	84	16
Admin Svcs, Personnel, Manpower Mgt, & Information	210	84	16
Education & Training	120	69	31
Air Police & Special Investigations	22	73	27
Research & Development	288	77	23
Commander & Director Specialties	69	87	13
Procurement Management	62	80	20
Legal	19	74	26
Chaplain	16	69	31
Safety	6	67	33
Total	2240	81	19
<u>Grade</u>			
2d Lieutenant	220	82	18
1st Lieutenant	276	76	24
Captain	746	81	19
Major	567	82	18
Lt Colonel	352	85	15
Colonel	80	78	22
Total	2241	81	19
<u>Flying Status</u>			
Not Rated	770	81	19
Observer-Navigator	372	83	17
Pilots	949	80	20
Suspended	150	88	12
Total	2241	81	19

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 33. Do you believe, in general, that one low OER in a file of good OERs would unduly influence a selection board?

A. Yes

B. No

Command	Percentages of officers Selecting Alternatives		
	N	A	B
01	204	54	42
02	391	56	44
03	265	61	39
04	179	63	37
05	820	62	38
06	201	64	36
Total	2060	61	39
<u>Regular/Reserve</u>			
Regular	1320	62	38
Reserve	921	59	41
Total	2241	61	39
<u>Duty Group</u>			
Pilots & Flight Test	450	59	41
Operations	123	63	37
Navigator-Observer	234	64	36
Weapons & Missile Operations	123	57	43
Intelligence	36	54	46
Photography, Weather & Cartography	11	55	45
Communication-Electronics & Armament	99	71	29
Missiles	24	62	38
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	64	36
Transp, Supply, Fuels & Logistics	119	66	34
Financial & Statistical	89	67	33
Admin Svcs, Personnel, Manpower Mgt, & Information	210	74	26
Education & Training	120	59	41
Air Police & Special Investigations	22	64	36
Research & Development	288	54	46
Commander & Director Specialties	69	59	41
Procurement Management	62	50	50
Legal	19	54	46
Chaplain	16	69	31
Safety	6	50	50
Total	2240	61	39
<u>Grade *</u>			
2d Lieutenant	220	56	44
1st Lieutenant	276	55	45
Captain	746	64	36
Major	567	61	39
1st Colonel	352	64	36
Colonel	80	54	46
Total	2241	61	39
<u>Flying Status</u>			
Not Rated	770	59	41
Observer-Navigator	372	66	34
Pilots	949	60	40
Suspended	150	64	36
Total	2241	61	39

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 34. Do you believe that a specified average level of effectiveness should be required for retention in the Air Force?

A. No

B. Yes

	Percentages of Officers Selecting Alternatives		
	N	A	B
<u>Command</u>			
01	204	14	86
02	391	10	90
03	265	10	90
04	179	16	84
05	820	11	89
06	201	08	92
Total	2060	11	89
<u>Regular/Reserve</u>			
Regular	1320	11	89
Reserve	921	11	89
Total	2241	11	89
<u>Duty Group **</u>			
Pilots & Flight Test	450	12	88
Operations	123	11	89
Navigator-Observer	234	12	88
Weapons & Missile Operations	123	03	97
Intelligence	36	-	100
Photography, Weather & Cartography	11	09	91
Communication-Electronics & Armament	99	12	88
Missiles	24	-	100
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	10	90
Trnsop, Supply, Fuels & Logistics	119	10	90
Financial & Statistical	89	10	90
Admin Svcs, Personnel, Manpower Mgt, & Information	210	13	87
Education & Training	120	21	79
Air Police & Special Investigations	22	09	91
Research & Development	288	08	92
Commander & Director Specialties	69	10	90
Procurement Management	62	16	84
Legal	19	05	95
Chaplain	16	-	100
Safety	6	17	83
Total	2240	11	89
<u>Grade</u>			
2d Lieutenant	226	12	88
1st Lieutenant	276	12	88
Captain	746	09	91
Major	567	11	89
Lt Colonel	352	12	88
Colonel	80	11	89
Total	2241	11	89
<u>Flying Status</u>			
Not Rated	770	10	90
Observer-Navigator	372	11	89
Pilots	949	11	89
Suspended	150	13	87
Total	2241	11	89

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 35. Do you believe that a "top-notch" Second Lieutenant should receive an OER as high as that of a "top-notch" Colonel (assuming that each is evaluated against his contemporaries)?

A. Yes

B. No

Percentages of Officers Selecting Alternatives			
	N	A	B
<u>Command</u>			
01	204	92	08
02	391	92	08
03	265	90	10
04	179	95	05
05	820	91	09
06	201	93	07
Total	2060	92	08
<u>Regular/Reserve **</u>			
Regular	1320	93	07
Reserve	921	90	10
Total	2241	92	08
<u>Duty Group</u>			
Pilots & Flight Test	450	90	10
Operations	123	92	08
Navigator-Observer	234	90	10
Weapons & Missile Operations	123	92	08
Intelligence	36	86	14
Photography, Weather & Cartography	11	91	09
Communication-Electronics & Armament	99	93	07
Missiles	24	96	04
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	93	07
Trnsp, Supply, Fuels & Logistics	119	92	08
Financial & Statistical	89	90	10
Admin Svcs, Personnel, Manpower Mgt, & Information	210	92	08
Education & Training	120	97	03
Air Police & Special Investigations	22	77	23
Research & Development	288	92	08
Commander & Director Specialties	69	99	01
Procurement Management	62	90	10
Legal	19	95	05
Chaplain	16	100	-
Safety	6	100	-
Total	2240	92	08
<u>Grade</u>			
2d Lieutenant	220	90	10
1st Lieutenant	276	92	08
Captain	746	91	09
Major	567	91	09
Lt Colonel	352	94	06
Colonel	80	97	03
Total	2241	92	08
<u>Flying Status</u>			
Not Rated	770	93	07
Observer-Navigator	372	90	10
Pilots	949	92	08
Suspended	150	99	11
Total	2241	92	08

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.

Item 36. Do you feel that the average OER ratings for Second Lieutenants should be as high as the average OER ratings for Colonels?

A. No

B. Yes

	Percentages of Officers Selecting Alternatives		
	N	A	B
<u>Command</u>			
01	204	32	68
02	391	36	64
03	265	35	65
04	179	25	75
05	820	35	65
06	201	29	71
Total	2060	33	67
<u>Regular/Reserve *</u>			
Regular	1320	31	69
Reserve	921	36	64
Total	2241	33	67
<u>Duty Group</u>			
Pilots & Flight Test	450	36	64
Operations	123	28	72
Navigator-Observer	234	33	67
Weapons & Missile Operations	123	32	68
Intelligence	36	42	58
Photography, Weather & Cartography	11	27	73
Communication-Electronics & Armament	99	34	66
Missiles	24	17	83
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	32	68
Trnsp, Supply, Fuels & Logistics	119	36	64
Financial & Statistical	89	39	61
Admin Svcs, Personnel, Manpower Mgt, & Information	210	32	68
Education & Training	120	25	75
Air Police & Special Investigations	22	41	59
Research & Development	288	34	66
Commander & Director Specialties	69	31	69
Procurement Management	62	35	65
Legal	19	42	58
Chaplain	16	12	88
Safety	6	17	83
Total	2240	33	67
<u>Grade</u>			
2d Lieutenant	220	36	64
1st Lieutenant	276	35	65
Captain	746	33	67
Major	567	33	67
Lt Colonel	352	31	69
Colonel	80	27	73
Total	2241	33	67
<u>Flying Status</u>			
Not Rated	770	35	65
Observer-Navigator	372	33	67
Pilots	949	32	68
Suspended	150	31	69
Total	2241	33	67

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.

Item 37. Do you have any personal knowledge of the average "overall" evaluation or the distribution of evaluations given by reporting officials to officers of your grade?

A. Yes

B. No

		Percentages of Officers Selecting Alternatives	
	N	A	B
<u>Command **</u>			
01	204	19	81
02	391	22	78
03	265	23	77
04	179	30	70
05	820	39	61
06	201	22	78
Total	2060	29	71
<u>Regular/Reserve **</u>			
Regular	1320	34	66
Reserve	921	23	77
Total	2241	29	71
<u>Duty Group **</u>			
Pilots & Flight Test	450	26	64
Operations	123	46	54
Navigator-Observer	234	32	68
Weapons & Missile Operations	123	23	77
Intelligence	36	19	81
Photography, Weather & Cartography	11	27	73
Communication-Electronics & Armament	99	21	79
Missiles	24	33	67
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	22	78
Trnsp, Supply, Fuels & Logistics	119	14	86
Financial & Statistical	89	18	82
Admin Svcs, Personnel, Manpower Mgt, & Information	210	43	57
Education & Training	120	22	78
Air Police & Special Investigations	22	24	76
Research & Development	288	19	81
Commander & Director Specialties	69	46	54
Procurement Management	62	29	71
Legal	19	89	11
Chaplain	16	25	75
Safety	6	67	33
Total	2240	29	71
<u>Grade**</u>			
2d Lieutenant	220	15	85
1st Lieutenant	276	20	80
Captain	746	31	69
Major	567	30	70
Lt Colonel	352	36	64
Colonel	80	51	49
Total	2241	29	71
<u>Flying Status **</u>			
Not Rated	770	19	81
Observer-Navigator	372	36	64
Pilots	949	34	66
Suspended	150	37	63
Total	2241	29	71

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.



Item 38. Have you ever seen any OER summary data (research or operational) which have been compiled for officers of any grade?

A. Yes

B. No

Percentages of Officers Selecting Alternatives			
	N	A	B
<u>Command **</u>			
01	204	31	69
02	391	30	70
03	265	32	68
04	179	51	49
05	820	56	44
06	201	23	77
Total	2060	42	58
<u>Regular/Reserve **</u>			
Regular	1320	53	47
Reserve	921	28	72
Total	2241	42	58
<u>Duty Group **</u>			
Pilots & Flight Test	450	48	52
Operations	123	55	45
Navigator-Observer	234	37	63
Weapons & Missile Operations	123	51	49
Intelligence	36	39	61
Photography, Weather & Cartography	11	45	55
Communication-Electronics & Armament	99	38	62
Missiles	24	50	50
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	33	67
Trnsp, Supply, Fuels & Logistics	119	34	66
Financial & Statistical	89	45	55
Admin Svcs, Personnel, Manpower Mgt, & Information	210	46	54
Education & Training	120	44	56
Air Police & Special Investigations	22	33	67
Research & Development	288	30	70
Commander & Director Specialties	69	74	26
Procurement Management	62	34	66
Legal	19	11	89
Chaplain	16	44	56
Safety	6	83	17
Total	2240	42	58
<u>Grade **</u>			
2d Lieutenant	220	09	91
1st Lieutenant	276	17	83
Captain	746	45	55
Major	567	49	51
Lt Colonel	352	61	39
Colonel	80	71	29
Total	2241	42	58
<u>Flying Status **</u>			
Not Rated	770	32	68
Observer-Navigator	372	47	53
Pilots	949	49	51
Suspended	150	49	51
Total	2241	42	58

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level

Item 39. Have you ever had an OER rendered on you by a civilian supervisor?

A. No

B. Yes

Percentages of Officers Selecting Alternatives			
	N	A	B
<u>Command**</u>			
01	204	87	13
02	391	79	21
03	265	99	01
04	179	92	08
05	820	99	01
06	201	96	04
Total	2060	93	07
<u>Regular/Reserve*</u>			
Regular	1320	91	09
Reserve	921	94	06
Total	2241	92	08
<u>Duty Group**</u>			
Pilots & Flight Test	450	99	01
Operations	123	98	02
Navigator-Observer	234	98	02
Weapons & Missile Operations	123	98	02
Intelligence	36	86	14
Photography, Weather & Cartography	11	91	09
Communication-Electronics & Armament	99	94	06
Missiles	24	100	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	95	05
Trnsp, Supply, Fuels & Logistics	119	93	07
Financial & Statistical	89	78	22
Admin Svcs, Personnel, Manpower Mgt, & Information	210	96	04
Education & Training	120	93	07
Air Police & Special Investigations	22	91	09
Research & Development	288	70	30
Commander & Director Specialties	69	99	01
Procurement Management	62	89	11
Legal	19	100	-
Chaplain	16	100	-
Safety	6	100	-
Total	2240	92	08
<u>Grade**</u>			
2d Lieutenant	220	95	05
1st Lieutenant	276	97	03
Captain	746	92	08
Major	567	90	10
Lt Colonel	352	91	09
Colonel	80	94	06
Total	2241	92	08
<u>Flying Status**</u>			
Not Rated	770	89	11
Observer-Navigator	372	96	04
Pilots	949	94	06
Suspended	150	93	07
Total	2241	92	08

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 40. From your knowledge of personnel evaluation methods used by industry and your experience in the Air Force, how does the USAF Officer Effectiveness evaluation program compare with industrial methods?

- A. Most big industrial organizations have better personnel evaluation programs.
- B. A very few of the personnel evaluations systems of industry surpass the officer effectiveness evaluation program.
- C. The Air Force personnel evaluation program is no better or worse than industrial methods.
- D. The Air Force personnel evaluation program surpasses most industrial personnel evaluation programs.
- E. I am not familiar with personnel evaluation programs outside of the Air Force.

Percentages of  
Officers Selecting Alternatives

	N	A	B	C	D	E
<u>Command **</u>						
01	204	13	07	13	09	58
02	391	10	11	14	07	58
03	265	09	08	09	04	70
04	179	04	12	11	08	65
05	820	10	06	10	06	68
06	201	12	08	07	06	67
Total	2060	10	08	11	06	65
<u>Regular/Reserve **</u>						
Regular	1320	06	08	12	08	66
Reserve	921	14	07	10	05	64
Total	2241	10	08	11	06	65
<u>Duty Group **</u>						
Pilots & Flight Test	450	07	06	09	03	75
Operations	123	07	06	03	05	79
Navigator-Observer	234	13	07	10	04	66
Weapons & Missile Operations	123	11	08	09	08	64
Intelligence	36	11	06	11	-	72
Photography, Weather & Cartography	11	09	-	09	09	73
Communication-Electronics & Armament	99	11	04	09	06	70
Missiles	24	12	08	21	13	46
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	06	07	11	07	69
Trnsp, Supply, Fuels & Logistics	119	18	06	12	06	58
Financial & Statistical	89	09	15	09	07	60
Admin Svcs, Personnel, Manpower Mgt, & Information	210	10	10	13	09	58
Education & Training	120	04	09	09	13	65
Air Police & Special Investigations	22	13	-	14	-	73
Research & Development	288	11	10	17	07	55
Commander & Director Specialties	69	02	09	18	15	56
Procurement Management	62	13	11	16	10	50
Legal	19	16	05	-	05	74
Chaplain	16	06	-	06	-	88
Safety	6	-	-	17	-	83
Total	2240	10	08	11	06	65
<u>Grade**</u>						
2d Lieutenant	220	14	08	10	08	60
1st Lieutenant	276	18	08	09	04	61
Captain	746	09	08	10	05	68
Major	567	09	07	12	07	65
Lt Colonel	352	05	06	12	08	69
Colonel	80	03	11	13	16	57
Total	2241	10	08	11	06	65
<u>Flying Status**</u>						
Not Rated	770	12	06	11	08	60
Observer-Navigator	372	12	08	12	06	62
Pilots	949	07	06	11	05	71
Suspended	150	07	09	09	-	68
Total	2241	10	08	11	06	65

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 41. Do you think, in general, that there should be a difference in OERs assigned officers holding aeronautical ratings and OERs assigned non-rated officers?

- A. Yes, rated officers should receive higher evaluations.
- B. Yes, non-rated officers should receive higher evaluations.
- C. No, there should be no significant differences.

	N	Percentages of Officers Selecting Alternatives		
		A	B	C
<u>Command**</u>				
01	204	03	01	96
02	391	02	-	98
03	265	02	01	97
04	179	03	-	97
05	820	09	-	91
06	201	07	-	93
Total	2060	05	-	95
<u>Regular/Reserve</u>				
Regular	1320	06	-	94
Reserve	921	05	-	95
Total	2241	05	-	95
<u>Duty Group**</u>				
Pilots & Flight Test	450	14	-	86
Operations	123	07	-	93
Navigator-Observer	234	09	-	91
Weapons & Missile Operations	123	02	01	97
Intelligence	36	03	-	97
Photography, Weather & Cartography	11	-	-	100
Communication-Electronics & Armament	99	04	-	96
Missiles	24	-	-	100
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	02	-	98
Trnsp, Supply, Fuels & Logistics	119	02	-	98
Financial & Statistical	89	-	-	100
Admin Svcs, Personnel, Manpower Mgt, & Information	210	01	01	98
Education & Training	120	02	-	98
Air Police & Special Investigations	22	-	05	95
Research & Development	288	02	01	97
Commander & Director Specialties	69	01	-	99
Procurement Management	62	03	-	97
Legal	19	-	-	100
Chaplain	16	-	-	100
Safety	6	-	-	100
Total	2240	05	-	95
<u>Grade **</u>				
2d Lieutenant	220	01	01	98
1st Lieutenant	276	06	01	93
Captain	746	08	-	92
Major	567	05	-	95
Lt Colonel	352	03	-	97
Colonel	80	04	-	96
Total	2241	05	-	95
<u>Flying Status**</u>				
Not Rated	770	-	01	99
Observer-Navigator	372	07	-	93
Pilots	949	09	-	91
Suspended	150	01	-	99
Total	2241	05	-	95

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 42. In contrast to the current requirement that an OER be given at least once each year, would you prefer to have effectiveness report evaluations made only when the period of performance was "outstanding" or "marginal?"

A. Yes

B. No

Percentages of Officers Selecting Alternatives			
Command *	N	A	B
01	204	19	81
02	391	22	78
03	265	33	67
04	179	27	73
05	820	24	76
06	201	23	77
Total	2060	25	75
Regular/Reserve			
Regular	1320	24	76
Reserve	921	25	75
Total	2241	25	75
Duty Group			
Pilots & Flight Test	450	26	74
Operations	123	28	72
Navigator-Observer	234	23	77
Weapons & Missile Operations	123	31	69
Intelligence	36	11	89
Photography, Weather & Cartography	11	-	100
Communication-Electronics & Armament	99	31	69
Missiles	24	26	74
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	30	70
Trnsp, Supply, Fuels & Logistics	119	24	76
Financial & Statistical	89	19	81
Admin Svcs, Personnel, Manpower Mgt, & Information	210	24	76
Education & Training	120	29	71
Air Police & Special Investigations	22	14	86
Research & Development	288	19	81
Commander & Director Specialties	69	22	78
Procurement Management	62	27	73
Legal	19	11	89
Chaplain	16	33	67
Safety	6	33	67
Total	2240	25	75
Grade **			
2d Lieutenant	220	11	89
1st Lieutenant	276	15	85
Captain	746	26	74
Major	567	32	68
Lt Colonel	352	26	74
Colonel	80	20	80
Total	2241	25	75
Flying Status **			
Not Rated	770	19	81
Observer-Navigator	372	23	77
Pilots	949	28	72
Suspended	150	31	69
Total	2241	25	75

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 43. If you have ever been evaluated by a civilian supervisor, were you satisfied with the evaluation?

A. Yes

B. No

C. Never evaluated by a civilian supervisor.

		Percentages of Officers Selecting Alternatives		
	N	A	B	C
<u>Command **</u>				
01	204	09	04	87
02	391	13	08	79
03	265	01	01	98
04	179	04	03	93
05	820	01	01	98
06	201	03	01	96
Total	2060	05	02	93
<u>Regular/Reserve</u>				
Regular	1320	06	03	91
Reserve	921	04	02	94
Total	2241	05	03	92
<u>Duty Group**</u>				
Pilots & Flight Test	450	02	-	98
Operations	123	02	01	97
Navigator-Observer	234	01	01	98
Weapons & Missile Operations	123	-	02	98
Intelligence	36	11	03	86
Photography, Weather & Cartography	11	09	-	91
Communication-Electronics & Armament	99	03	03	94
Missiles	24	-	-	100
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	02	01	97
Trnsp, Supply, Fuels & Logistics	119	06	02	92
Financial & Statistical	89	13	08	79
Admin Svcs, Personnel, Manpower Mgt, & Information	210	03	01	96
Education & Training	120	03	03	94
Air Police & Special Investigations	22	09	-	91
Research & Development	288	19	11	70
Commander & Director Specialties	69	02	-	98
Procurement Management	62	10	01	89
Legal	19	-	-	100
Chaplain	16	-	-	100
Safety	6	-	-	100
Total	2240	05	03	92
<u>Grade *</u>				
2d Lieutenant	220	04	01	95
1st Lieutenant	276	04	-	96
Captain	746	06	02	92
Major	567	07	03	90
Lt Colonel	352	04	05	91
Colonel	80	04	02	94
Total	2241	05	03	92
<u>Flying Status **</u>				
Not Rated	770	07	04	89
Observer-Navigator	372	03	02	95
Pilots	949	04	02	94
Suspended	150	05	02	93
Total	2241	05	03	92

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.

Item 44. "A reporting officer who has to rate a number of officers at one time usually becomes repetitious in his ratings, thus inadequately evaluating officers after the first few ratings." What is your opinion of this statement?

A. I agree

B. I disagree

Percentages of Officers Selecting Alternatives			
	N	A	B
<u>Command</u>			
01	204	56	44
02	391	54	46
03	265	56	44
04	179	57	43
05	820	61	39
06	201	52	48
Total	2060	58	42
<u>Regular/Reserve**</u>			
Regular	1320	54	46
Reserve	921	62	38
Total	2241	57	43
<u>Duty Group **</u>			
Pilots & Flight Test	450	65	35
Operations	123	55	45
Navigator-Observer	234	61	39
Weapons & Missile Operations	123	53	47
Intelligence	36	50	50
Photography, Weather & Cartography	11	27	73
Communication-Electronics & Armament	99	55	45
Missiles	24	67	33
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	54	46
Trnsp, Supply, Fuels & Logistics	119	62	38
Financial & Statistical	89	59	41
Admin Svcs, Personnel, Manpower Mgt, & Information	210	58	42
Education & Training	120	55	45
Air Police & Special Investigations	22	64	36
Research & Development	288	49	51
Commander & Director Specialties	69	44	56
Procurement Management	62	52	48
Legal	19	63	37
Chaplain	16	50	50
Safety	6	33	67
Total	2240	57	43
<u>Grade **</u>			
2d Lieutenant	220	65	35
1st Lieutenant	276	63	37
Captain	746	60	40
Major	567	56	44
Lt Colonel	352	48	52
Colonel	80	39	61
Total	2241	57	43
<u>Flying Status</u>			
Not Rated	770	56	44
Observer-Navigator	372	57	43
Pilots	949	58	42
Suspended	150	59	41
Total	2241	57	43

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 45. The "Overall" performance rating section of the OIR (Section V) can be numerically coded as indicated in the table given on page 2 of this appendix. Select the numerical code which you think represents the average rating for officers of your grade within the Air Force as a whole.

A. 3.0 to 3.9

B. 4.0 to 4.9

C. 5.0 to 5.9

D. 6.0 to 6.9

E. 7.0 to 7.9

F. 8.0 to 8.9

		Percentages of Officers Selecting Alternatives					
	N	A	B	C	D	E	F
<b>Command **</b>							
01	204	-	04	28	31	34	03
02	391	01	07	25	40	25	02
03	265	01	05	19	45	28	02
04	179	-	01	13	46	38	02
05	820	-	03	19	44	30	04
06	201	-	06	20	37	32	05
Total	2060	-	04	21	42	30	03
<b>Regular/Reserve **</b>							
Regular	1320	-	02	13	45	36	04
Reserve	921	-	07	28	39	24	02
Total	2241	-	04	20	42	31	03
<b>Duty Group **</b>							
Pilots & Flight Test	450	-	02	16	50	31	01
Operations	123	-	01	06	47	42	04
Navigator-Observer	234	01	06	28	45	17	03
Weapons & Missile Operations	123	-	02	26	42	29	01
Intelligence	36	-	03	39	33	22	03
Photography, Weather & Cartography	11	-	09	09	64	18	-
Communication-Electronics & Armament	99	-	03	17	43	35	02
Missiles	24	-	04	13	42	33	08
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	-	02	17	39	32	10
Trnsp, Supply, Fuels & Logistics	119	-	04	19	40	31	06
Financial & Statistical	89	-	06	29	38	26	01
Admin Svcs, Personnel, Manpower Mgt, & Information	210	01	05	15	42	34	03
Education & Training	120	-	01	16	45	37	01
Air Police & Special Investigations	22	-	09	41	18	23	09
Research & Development	288	-	09	25	41	23	02
Commander & Director Specialties	69	-	-	-	15	73	12
Procurement Management	62	-	03	31	37	29	-
Legal	19	-	16	21	21	42	-
Chaplain	16	-	-	-	40	60	-
Safety	6	-	-	-	33	67	-
Total	2240	-	04	20	42	31	03
<b>Grade **</b>							
2d Lieutenant	220	01	20	39	30	10	-
1st Lieutenant	276	-	08	44	38	09	01
Captain	746	-	02	16	50	30	02
Major	567	-	-	16	50	32	02
Lt Colonel	352	-	-	07	32	55	06
Colonel	80	-	-	-	14	63	23
Total	2241	-	04	20	42	31	03
<b>Flying Status **</b>							
Not Rated	770	-	07	27	37	27	02
Observer-Navigator	372	-	04	21	46	26	03
Pilots	949	-	01	14	46	35	04
Suspended	150	-	02	14	37	42	05
Total	2241	-	04	20	42	31	03

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 level.



Item 46. The "Overall" performance rating section of the OER (Section V) can be numerically coded as indicated in the table given on page 2 of this appendix. Select the numerical code which you think represents the average rating for officers of your grade within your command.

A. 3.0 to 3.9

B. 4.0 to 4.9

C. 5.0 to 5.9

D. 6.0 to 6.9

E. 7.0 to 7.9

F. 8.0 to 8.9

Percentages of  
Officers Selecting Alternatives

	N	A	B	C	D	E	F
<u>Command **</u>							
01	204	-	05	25	45	23	02
02	391	-	02	16	37	38	07
03	265	-	05	21	47	25	02
04	179	-	02	11	40	44	03
05	820	-	01	10	33	47	09
06	201	-	06	21	40	30	03
Total	2060	-	03	15	38	38	06
<u>Regular/Reserve **</u>							
Regular	1320	-	01	09	38	44	08
Reserve	921	-	05	23	38	31	03
Total	2241	-	03	14	38	39	06
<u>Duty Group **</u>							
Pilots & Flight Test	450	-	01	10	38	46	05
Operations	123	-	-	07	36	50	07
Navigator-Observer	234	-	02	18	43	30	07
Weapons & Missile Operations	123	-	03	21	32	39	05
Intelligence	36	-	03	30	30	31	06
Photography, Weather & Cartography	11	-	09	-	73	18	-
Communication-Electronics & Armament	99	-	05	14	44	32	05
Missiles	24	-	-	17	25	42	16
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	-	02	11	39	40	08
Trnsp, Supply, Fuels & Logistics	119	-	03	20	36	33	08
Financial & Statistical	89	-	03	25	36	32	04
Admin Svcs, Personnel, Manpower Mgt, & Information	210	01	05	13	38	38	05
Education & Training	120	-	03	10	38	43	06
Air Police & Special Investigations	22	-	09	41	18	18	14
Research & Development	288	-	03	16	41	33	07
Commander & Director Specialties	69	-	-	01	23	62	14
Procurement Management	62	-	02	21	45	27	05
Legal	19	-	16	21	26	37	-
Chaplain	16	-	-	-	60	40	-
Safety	6	-	-	17	17	50	16
Total	2240	-	03	14	38	39	06
<u>Grade **</u>							
2d Lieutenant	220	01	15	34	33	16	01
1st Lieutenant	276	-	05	32	39	21	03
Captain	746	-	01	09	42	42	06
Major	567	-	01	13	43	38	05
Lt Colonel	352	-	01	05	28	54	12
Colonel	80	-	-	01	22	63	14
Total	2241	-	03	14	38	39	06
<u>Flying Status **</u>							
Not Rated	770	-	05	22	38	30	05
Observer-Navigator	372	-	02	13	41	37	07
Pilots	949	-	-	10	38	45	07
Suspended	150	-	03	11	32	45	09
Total	2241	-	03	14	38	39	06

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 47. What would be your reaction to a policy which allotted the number of ratings that could be assigned at each OER level on the basis of officer strength within the command? (For example, only a certain percentage of officers in the command could be given an OER equivalent to a "9", only so many could be given OERs equivalent to an "8", and so on).

A. Favorable

B. Unfavorable

	N	Percentages of Officers Selecting Alternatives	
		A	B
<u>Command</u>			
01	204	12	88
02	391	12	88
03	265	10	90
04	179	15	85
05	820	11	89
06	201	12	88
Total	2060	12	88
<u>Regular/Reserve</u>			
Regular	1320	11	89
Reserve	921	12	88
Total	2241	11	89
<u>Duty Group</u>			
Pilots & Flight Test	450	09	91
Operations	123	11	89
Navigator-Observer	234	08	92
Weapons & Missile Operations	123	14	86
Intelligence	36	11	89
Photography, Weather & Cartography	11	09	91
Communication-Electronics & Armament	99	16	84
Missiles	24	12	88
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	07	93
Transp, Supply, Fuels & Logistics	119	18	82
Financial & Statistical	89	08	92
Admin Svcs, Personnel, Manpower Mgt, & Information	210	11	89
Education & Training	120	16	84
Air Police & Special Investigations	22	09	91
Research & Development	288	14	86
Commander & Director Specialties	69	12	88
Procurement Management	62	15	85
Legal	19	11	89
Chaplain	16	19	81
Safety	6	33	67
Total	2240	11	89
<u>Grade</u>			
2d Lieutenant	220	14	86
1st Lieutenant	276	12	88
Captain	746	13	87
Major	567	10	90
Lt Colonel	352	10	90
Colonel	80	11	89
Total	2241	11	89
<u>Flying Status</u>			
Not Rated	770	12	88
Observer-Navigator	372	11	89
Pilots	949	11	89
Suspended	150	13	87
Total	2241	11	89

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.

Item 48. Which of the following best describes your opinion of the word pictures (Section VII, Comments) of the OER?

- A. It is an essential element in the effectiveness report. Provides the reporting official with information for his evaluation and serves as a device to prevent inflated evaluations.
- B. Is not serving its intended purpose. It could, however, be made into an essential element.
- C. Although not critical in the evaluation, the word picture can add to the total effectiveness measurement.
- D. It is not essential, and could very well be discarded.

	N	Percentages of Officers Selecting Alternatives			
		A	B	C	D
<b>Command *</b>					
01	204	40	29	19	12
02	391	47	27	16	10
03	265	30	34	22	14
04	179	35	30	20	15
05	820	35	30	20	15
06	201	31	31	25	13
Total	2060	37	30	20	13
<b>Regular/Reserve</b>					
Regular	1320	35	32	19	14
Reserve	921	38	29	20	13
Total	2241	36	31	20	13
<b>Duty Group **</b>					
Pilots & Flight Test	450	30	28	23	19
Operations	123	30	36	19	15
Navigator-Observer	234	36	35	20	09
Weapons & Missile Operations	123	40	24	20	16
Intelligence	36	36	36	20	08
Photography, Weather & Cartography	11	45	55	-	-
Communication-Electronics & Armament	99	36	32	21	11
Missiles	24	21	58	-	21
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	22	39	27	12
Trnsp, Supply, Fuels & Logistics	119	36	27	20	17
Financial & Statistical	89	45	26	18	11
Admin Svcs, Personnel, Manpower Mgt, & Information	210	40	30	21	09
Education & Training	120	30	36	17	17
Air Police & Special Investigations	22	32	41	18	09
Research & Development	288	50	26	15	09
Commander & Director Specialties	69	43	28	18	11
Procurement Management	62	40	28	16	16
Legal	19	32	42	10	16
Chaplain	16	50	06	25	19
Safety	6	-	50	33	17
Total	2240	36	31	20	13
<b>Grade **</b>					
2d Lieutenant	220	54	27	16	03
1st Lieutenant	276	43	31	20	06
Captain	746	34	34	20	12
Major	567	33	29	19	19
Lt Colonel	352	27	32	22	19
Colonel	80	51	15	19	15
Total	2241	36	31	20	13
<b>Flying Status **</b>					
Not Rated	770	43	28	20	09
Observer-Navigator	372	37	36	19	08
Pilots	949	32	30	20	18
Suspended	150	32	36	19	13
Total	2241	36	31	20	13

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 49. In your personal experience and impressions from other officers, which of the following has most tended to produce "low" performance ratings?

- A. Personality differences between rater and ratee.
- B. Unacceptable personal behavior of the ratee, off the job.
- C. Poor job performance in relation to fellow officers.
- D. "Pressure" on rating officials.

	N	Percentages of Officers Selecting Alternatives			
		A	B	C	D
<u>Command *</u>					
01	204	51	02	39	08
02	391	44	04	43	09
03	265	40	04	46	10
04	179	34	07	51	08
05	820	40	07	46	07
06	201	44	04	47	05
Total	2060	42	06	45	07
<u>Regular/Reserve **</u>					
Regular	1320	36	07	50	07
Reserve	921	49	04	39	08
Total	2241	41	06	46	07
<u>Duty Group **</u>					
Pilots & Flight Test	450	36	08	52	04
Operations	123	36	04	54	06
Navigator-Observer	234	43	08	40	09
Weapons & Missile Operations	123	39	05	50	06
Intelligence	36	42	-	50	08
Photography, Weather & Cartography	11	18	-	82	-
Communication-Electronics & Armament	99	52	02	35	11
Missiles	24	25	04	63	08
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	41	03	41	15
Trnsp, Supply, Fuels & Logistics	119	50	06	35	09
Financial & Statistical	89	37	03	52	08
Admin Svcs, Personnel, Manpower Mgt, & Information	210	45	08	38	09
Education & Training	120	37	07	50	06
Air Police & Special Investigations	22	59	09	27	05
Research & Development	288	43	03	45	09
Commander & Director Specialties	69	26	04	68	02
Procurement Management	62	50	03	40	07
Legal	19	50	06	39	05
Chaplain	16	69	-	31	-
Safety	6	33	17	50	-
Total	2240	41	06	46	07
<u>Grade **</u>					
2d Lieutenant	220	55	03	37	05
1st Lieutenant	276	49	05	39	07
Captain	746	40	07	45	08
Major	567	41	05	45	09
Lt Colonel	352	34	06	53	07
Colonel	80	15	02	80	03
Total	2241	41	06	46	07
<u>Flying Status **</u>					
Not Rated	770	48	04	41	07
Observer-Navigator	372	41	06	45	08
Pilots	949	36	07	50	07
Suspended	150	35	10	47	08
Total	2241	41	06	46	07

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 50. Do you believe that your judgment of the true effectiveness of officers did (or would) become progressively more accurate with increased rating experience?

- A. Yes
- B. No
- C. Uncertain

	N	Percentages of Officers Selecting Alternatives		
		A	B	C
<u>Command</u>				
01	204	65	17	18
02	391	70	13	17
03	265	74	13	13
04	179	80	09	11
05	820	74	11	15
06	201	67	17	16
Total	2060	72	13	15
<u>Regular/Reserve</u>				
Regular	1320	73	13	14
Reserve	921	71	12	17
Total	2241	72	13	15
<u>Duty Group</u>				
Pilots & Flight Test	450	74	13	13
Operations	123	69	16	15
Navigator-Observer	234	73	10	17
Weapons & Missile Operations	123	76	09	15
Intelligence	36	72	06	22
Photography, Weather & Cartography	11	73	09	18
Communication-Electronics & Armament	99	72	11	17
Missiles	24	58	17	25
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	73	13	14
Trnsap, Supply, Fuels & Logistics	119	63	18	19
Financial & Statistical	89	80	10	10
Admin Svcs, Personnel, Manpower Mgt, & Information	210	67	18	15
Education & Training	120	82	05	13
Air Police & Special Investigations	22	73	09	18
Research & Development	288	70	13	17
Commander & Director Specialties	69	73	20	07
Procurement Management	62	69	10	21
Legal	19	63	16	21
Chaplain	16	69	12	19
Safety	6	33	17	50
Total	2240	72	13	15
<u>Grade **</u>				
2d Lieutenant	220	73	07	20
1st Lieutenant	276	71	08	21
Captain	746	73	11	16
Major	567	72	15	13
Lt Colonel	352	69	19	12
Colonel	80	74	11	15
Total	2241	72	13	15
<u>Flying Status</u>				
Not Rated	770	71	12	17
Observer-Navigator	372	75	11	14
Pilots	949	72	13	15
Suspended	150	66	19	15
Total	2241	72	13	15

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 51. From your own experience as a USAF officer and the information you have gained through discussions with other officers, which of the following statements would you say is most nearly correct?

- A. The majority of reporting officials do not hesitate to use the low end of the rating scale when they are convinced that the officer's performance merits such an evaluation.
- B. The majority of reporting officials never use the low end of the scale unless there is exceptionally poor performance or improper personal behavior on the part of the officer being rated.
- C. The majority of reporting officials are reluctant to use the lower part of the scale for fear of jeopardizing an officer's career even though the true value appears to fall in that portion of the scale.
- D. Am not yet experienced enough to judge this matter.

		Percentages of Officers Selecting Alternatives				
		N	A	B	C	D
<u>Command **</u>						
01		204	06	53	29	12
02		391	04	47	32	17
03		265	07	42	37	14
04		179	07	42	46	05
05		820	06	50	34	10
06		201	05	41	47	07
Total		2060	06	47	36	11
<u>Regular/Reserve **</u>						
Regular		1320	05	51	39	05
Reserve		921	06	44	32	18
Total		2241	05	48	36	11
<u>Duty Group**</u>						
Pilots & Flight Test		450	04	52	37	07
Operations		123	05	48	45	02
Navigator-Observer		234	05	39	42	14
Weapons & Missile Operations		123	12	51	26	11
Intelligence		36	-	47	39	14
Photography, Weather & Cartography		11	-	45	55	-
Communication-Electronics & Armament		99	07	46	34	13
Missiles		24	13	71	12	04
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering		120	07	51	34	08
Trnsp, Supply, Fuels & Logistics		119	05	54	28	13
Financial & Statistical		89	03	59	26	12
Admin Svcs, Personnel, Manpower Mgt, & Information		210	03	45	36	16
Education & Training		120	07	37	52	04
Air Police & Special Investigations		22	09	50	14	27
Research & Development		288	05	45	33	17
Commander & Director Specialties		69	07	61	32	-
Procurement Management		62	07	45	40	08
Legal		19	05	48	26	21
Chaplain		16	12	38	19	31
Safety		6	-	33	67	-
Total		2240	05	48	36	11
<u>Grade **</u>						
2d Lieutenant		220	03	27	30	40
1st Lieutenant		276	03	32	35	30
Captain		746	05	51	38	06
Major		567	08	52	37	03
1st Colonel		352	07	57	35	01
Colonel		80	02	68	30	-
Total		2241	05	48	36	11
<u>Flying Status **</u>						
Not Rated		770	05	44	31	20
Observer-Navigator		372	06	43	41	10
Pilots		949	06	52	38	04
Suspended		150	04	57	32	07
Total		2241	05	48	36	11

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 52. Do you feel that it would be of value to the reporting official if he had as a reference to guide his own ratings the average overall effectiveness evaluations (Air Force wide) assigned to each officer grade during the previous year?

A. Yes

B. No

Percentages of Officers Selecting Alternatives			
Command	N	A	B
01	204	68	32
02	391	67	33
03	265	71	29
04	179	72	28
05	820	69	31
06	201	65	35
Total	2060	69	31
Regular/Reserve			
Regular	1320	69	31
Reserve	921	66	34
Total	2241	68	32
Duty Group **			
Pilots & Flight Test	450	73	27
Operations	123	76	24
Navigator-Observer	234	70	30
Weapons & Missile Operations	123	66	34
Intelligence	36	81	19
Photography, Weather & Cartography	11	82	18
Communication-Electronics & Armament	99	67	33
Missiles	24	67	33
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	120	67	33
Transp, Supply, Fuels & Logistics	119	58	42
Financial & Statistical	89	60	40
Admin Svcs, Personnel, Manpower Mgt, & Information	210	59	41
Education & Training	120	72	28
Air Police & Special Investigations	22	50	50
Research & Development	288	70	30
Commander & Director Specialties	69	65	35
Procurement Management	62	66	34
Legal	19	47	53
Chaplain	16	88	12
Safety	6	67	33
Total	2240	68	32
Grade			
2d Lieutenant	220	63	37
1st Lieutenant	276	70	30
Captain	746	70	30
Major	567	67	33
Lt Colonel	352	66	34
Colonel	80	71	29
Total	2241	68	32
Flying Status **			
Not Rated	770	60	40
Observer-Navigator	372	73	27
Pilots	949	73	27
Suspended	150	66	34
Total	2241	68	32

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 53. When preparing an OER on an officer, have you ever had access to his previous evaluations?

A. Yes

B. No

	Percentages of Officers Selecting Alternatives		
	N	A	B
<u>Command**</u>			
01	128	52	48
02	239	35	65
03	164	24	76
04	134	32	68
05	536	43	57
06	149	31	69
Total	1350	38	62
<u>Regular/Reserve</u>			
Regular	1000	38	62
Reserve	486	34	66
Total	1486	36	64
<u>Duty Group</u>			
Pilots & Flight Test	342	39	61
Operations	105	35	65
Navigator-Observer	61	25	75
Weapons & Missile Operations	95	33	67
Intelligence	23	39	61
Photography, Weather & Cartography	8	38	62
Communication-Electronics & Armament	75	28	72
Missiles	18	39	61
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	95	40	60
Trns, Supply, Fuels & Logistics	82	33	67
Financial & Statistical	56	36	64
Admin Svcs, Personnel, Manpower Mgt, & Information	134	38	62
Education & Training	86	28	72
Air Police & Special Investigations	15	40	60
Research & Development	165	36	64
Commander & Director Specialties	69	55	45
Procurement Management	37	35	65
Legal	8	38	62
Chaplain	9	33	67
Safety	4	-	100
Total	1487	36	64
<u>Grade**</u>			
2d Lieutenant	12	33	67
1st Lieutenant	31	13	87
Captain	512	28	72
Major	504	36	64
Lt Colonel	348	45	55
Colonel	80	65	35
Total	1487	36	64
<u>Flying Status</u>			
Not Rated	397	32	68
Observer-Navigator	166	35	65
Pilots	798	38	62
Suspended	126	41	59
Total	1487	36	64

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.



Item 54. If you have ever had access to previous OERs, did you find these useful in preparing the evaluations you were making?

A. Yes

B. No

C. Not applicable; did not have access.

	N	Percentages of Officers Selecting Alternatives		
		A	B	C
<u>Command **</u>				
01	128	37	15	48
02	239	24	13	63
03	164	18	07	75
04	134	20	14	66
05	536	25	19	56
06	149	22	10	68
Total	1350	24	15	61
<u>Regular/Reserve</u>				
Regular	1000	23	16	61
Reserve	486	23	12	65
Total	1486	23	14	63
<u>Duty Group</u>				
Pilots & Flight Test	342	25	15	60
Operations	105	18	18	64
Navigator-Observer	61	18	11	71
Weapons & Missile Operations	95	21	12	67
Intelligence	23	26	13	61
Photography, Weather & Cartography	8	25	13	62
Communication-Electronics & Armament	75	16	12	72
Missiles	18	11	28	61
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	95	28	13	59
Trnsp, Supply, Fuels & Logistics	82	24	09	67
Financial & Statistical	56	23	13	64
Admin Svcs, Personnel, Manpower Mgt, & Information	134	18	21	61
Education & Training	86	15	17	68
Air Police & Special Investigations	15	33	07	60
Research & Development	165	27	12	61
Commander & Director Specialties	69	23	23	44
Procurement Management	37	32	03	65
Legal	8	25	13	62
Chaplain	9	11	22	67
Safety	4	-	-	100
Total	1487	23	14	63
<u>Grade **</u>				
2d Lieutenant	12	33	-	67
1st Lieutenant	31	13	06	81
Captain	512	18	11	71
Major	504	23	14	63
Lt Colonel	348	27	19	54
Colonel	80	42	24	34
Total	1487	23	14	63
<u>Flying Status</u>				
Not Rated	397	21	12	67
Observer-Navigator	166	19	19	62
Pilots	798	24	15	61
Suspended	126	27	15	58
Total	1487	23	14	63

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 55. How did these previous evaluations compare with the level of performance shown in your ratings?

A. Usually higher

B. Usually lower

C. Not applicable, had no references available, or did not use.

	Percentages of Officers Selecting Alternatives			
	N	A	B	C
<b>Command**</b>				
01	128	21	13	66
02	239	08	16	76
03	164	06	13	81
04	134	06	15	79
05	536	10	19	71
06	149	07	12	81
Total	1350	10	16	74
<b>Regular/Reserve</b>				
Regular	1000	09	17	74
Reserve	486	10	13	77
Total	1486	09	16	75
<b>Duty Group</b>				
Pilots & Flight Test	342	08	18	74
Operations	105	06	15	79
Navigator-Observer	61	08	12	80
Weapons & Missile Operations	95	06	18	76
Intelligence	23	15	09	73
Photography, Weather & Cartography	8	-	38	62
Communication-Electronics & Armament	75	11	09	80
Missiles	18	11	11	78
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	95	06	19	75
Transp, Supply, Fuels & Logistics	82	09	15	76
Financial & Statistical	56	11	15	74
Admin Svcs, Personnel, Manpower Mgt, & Information	134	11	14	75
Education & Training	86	07	10	83
Air Police & Special Investigations	15	13	20	67
Research & Development	165	09	16	75
Commander & Director Specialties	69	18	21	61
Procurement Management	37	17	14	69
Legal	8	-	25	75
Chaplain	9	13	12	75
Safety	4	-	-	100
Total	1487	09	16	75
<b>Grade **</b>				
2d Lieutenant	12	-	33	67
1st Lieutenant	31	10	06	84
Captain	512	05	15	80
Major	504	09	14	77
Lt Colonel	348	12	19	69
Colonel	80	22	15	60
Total	1487	09	16	75
<b>Flying Status</b>				
Not Rated	397	11	14	75
Observer-Navigator	166	10	14	76
Pilots	798	08	17	75
Suspended	126	11	16	73
Total	1487	09	16	75

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.

Item 56. When you are rating an officer, in what order do you usually fill out the form?

- A. Rating Factors (i.e., Knowledge of Duties, Leadership, Judgment, Adaptability, etc.); Word Picture or comments; and Overall Evaluation.
- B. Word Picture or comments; Rating Factors; and Overall Evaluation.
- C. Overall Evaluation; Rating Factors; and Word Picture or comments.
- D. Word Picture or comments; Overall Evaluation; and Rating Factors.
- E. Rating Factors; Overall Evaluation; and Word Picture.
- F. Overall Evaluation; Word Picture; and Rating Factors.

		Percentages of Officers Selecting Alternatives					
	N	A	B	C	D	E	F
<u>Command</u>							
01	128	22	45	02	04	26	01
02	239	23	49	04	03	21	-
03	164	18	41	04	04	31	02
04	134	22	41	02	02	31	02
05	536	21	39	03	03	33	01
06	149	23	46	02	04	24	01
Total	1350	21	43	03	03	29	01
<u>Regular/Reserve</u>							
Regular	1000	20	43	03	04	29	01
Reserve	486	24	39	03	03	30	01
Total	1486	21	42	03	04	29	01
<u>Duty Group**</u>							
Pilots & Flight Test	342	21	35	04	04	35	01
Operations	105	17	53	03	03	23	01
Navigator-Observer	61	25	38	-	07	30	-
Weapons & Missile Operations	95	22	40	02	02	33	01
Intelligence	23	31	39	-	-	30	-
Photography, Weather & Cartography	8	25	13	-	12	50	-
Communication-Electronics & Armament	75	27	39	01	-	33	-
Missiles	18	17	33	11	17	22	-
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	95	22	45	01	07	24	01
Trnsp, Supply, Fuels & Logistics	82	20	43	04	01	30	02
Financial & Statistical	56	21	37	-	-	38	04
Admin Svcs, Personnel, Manpower Mgt, & Information	134	19	52	04	03	21	01
Education & Training	86	19	45	05	01	30	-
Air Police & Special Investigations	15	13	27	-	-	47	13
Research & Development	165	18	50	03	01	27	01
Commander & Director Specialties	69	28	44	-	10	17	01
Procurement Management	37	24	41	03	05	27	-
Legal	8	25	38	-	-	37	-
Chaplain	9	33	11	-	11	34	11
Safety	4	-	50	-	25	25	-
Total	1487	21	42	03	04	29	01
<u>Grade**</u>							
2d Lieutenant	12	42	41	-	-	17	-
1st Lieutenant	31	29	29	03	-	39	-
Captain	512	21	35	03	04	37	-
Major	504	22	45	04	02	25	01
Lt Colonel	348	19	48	01	03	27	02
Colonel	80	20	51	02	08	18	01
Total	1487	21	42	03	04	29	01
<u>Flying Status</u>							
Not Rated	397	24	38	03	02	31	02
Observer-Navigator	166	22	39	03	05	31	-
Pilots	798	19	45	03	04	28	01
Suspended	126	26	43	01	02	28	-
Total	1487	21	42	03	04	29	01

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.

Item 57. When making out an OER, I generally base my evaluations of the officer on --

- A. Notes taken on daily and exceptional performance.
- B. Impressions of daily performance and notes on exceptional performance.
- C. Impressions of exceptional performance.
- D. Impressions of daily and exceptional performance.

	N	Percentages of Officers Selecting Alternatives			
		A	B	C	D
<u>Command**</u>					
01	128	10	46	-	44
02	239	07	63	-	30
03	164	20	52	-	28
04	134	26	58	-	16
05	536	15	58	-	27
06	149	22	51	-	27
Total	1350	16	56	-	28
<u>Regular/Reserve</u>					
Regular	1000	16	56	-	28
Reserve	486	16	54	-	30
Total	1486	16	56	-	28
<u>Duty Group*</u>					
Pilots & Flight Test	342	18	55	-	27
Operations	105	14	65	02	19
Navigator-Observer	61	18	54	-	28
Weapons & Missile Operations	95	25	52	-	23
Intelligence	23	26	44	-	30
Photography, Weather & Cartography	8	-	88	-	12
Communication-Electronics & Armament	75	14	54	-	32
Missiles	18	05	78	-	17
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	95	15	43	01	41
Trnspr, Supply, Fuels & Logistics	82	14	45	01	40
Financial & Statistical	56	09	66	-	25
Admin Svcs, Personnel, Manpower Mgt, & Information	134	20	54	-	26
Education & Training	86	21	62	-	17
Air Police & Special Investigations	15	13	60	-	27
Research & Development	165	05	60	-	35
Commander & Director Specialties	69	18	54	-	28
Procurement Management	37	08	60	-	32
Legal	8	13	62	-	25
Ch. plain	9	33	45	-	22
Safety	4	-	50	-	50
Total	1487	16	56	-	28
<u>Grade*</u>					
2d Lieutenant	12	17	66	-	17
1st Lieutenant	31	16	42	-	42
Captain	512	19	55	-	26
Major	504	14	60	-	26
Lt Colonel	348	16	52	01	31
Colonel	80	06	51	-	43
Total	1487	16	56	-	28
<u>Flying Status</u>					
Not Rated	397	15	56	-	29
Observer-Navigator	166	22	53	-	25
Pilots	798	15	57	-	28
Suspended	126	18	48	01	33
Total	1487	16	56	-	28

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 58. As an indorsing official, have you ever disagreed with an effectiveness evaluation assigned by the reporting official?

A. Yes

B. No

C. Have never been an indorsing official.

	Percentages of Officers Selecting Alternatives			
	N	A	B	C
<u>Command **</u>				
01	128	49	14	37
02	239	27	10	63
03	164	36	09	55
04	134	29	11	60
05	536	29	09	62
06	149	47	07	46
Total	1350	33	10	57
<u>Regular/Reserve</u>				
Regular	1000	32	09	59
Reserve	486	29	11	60
Total	1486	31	10	59
<u>Duty Group **</u>				
Pilots & Flight Test	342	18	07	75
Operations	105	33	11	56
Navigator-Observer	61	13	12	75
Weapons & Missile Operations	95	32	05	63
Intelligence	23	43	13	44
Photography, Weather & Cartography	8	12	-	88
Communication-Electronics & Armament	75	32	19	49
Missiles	18	44	06	50
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	95	51	10	39
Trnsp, Supply, Fuels & Logistics	82	46	09	45
Financial & Statistical	56	27	07	66
Admin Svcs, Personnel, Manpower Mgt, & Information	134	28	13	59
Education & Training	86	34	12	54
Air Police & Special Investigations	15	36	07	57
Research & Development	165	22	10	68
Commander & Director Specialties	69	94	06	-
Procurement Management	37	27	16	57
Legal	8	-	12	88
Chaplain	9	22	-	78
Safety	4	25	-	75
Total	1487	31	10	59
<u>Grade **</u>				
2d Lieutenant	12	08	17	75
1st Lieutenant	31	07	03	90
Captain	512	09	06	85
Major	504	27	09	64
Lt Colonel	348	60	17	23
Colonel	80	91	04	05
Total	1487	31	10	59
<u>Flying Status *</u>				
Not Rated	397	28	10	62
Observer-Navigator	166	29	13	58
Pilots	798	32	08	60
Suspended	126	42	11	47
Total	1487	31	10	59

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 59. Have you ever prepared an OER in which you indicated that the overall effectiveness evaluation for the officer concerned was "Outstanding" (AF Form 77) or "absolutely superior" (AF Form 707)? (That is, where you used the highest block in the rating scale?)

A. Yes

B. No

	Percentages of Officers Selecting Alternatives		
	N	A	B
<u>Command</u>			
01	128	54	46
02	239	44	56
03	164	52	48
04	134	52	48
05	536	54	46
06	149	55	45
Total	1350	52	48
<u>Regular/Reserve **</u>			
Regular	1000	57	43
Reserve	486	41	59
Total	1486	52	48
<u>Duty Group**</u>			
Pilots & Flight Test	342	56	44
Operations	105	64	36
Navigator-Observer	61	46	54
Weapons & Missile Operations	95	47	53
Intelligence	23	48	52
Photography, Weather & Cartography	8	38	62
Communication-Electronics & Armament	75	51	49
Missiles	18	72	28
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	95	52	48
Trnsp, Supply, Fuels & Logistics	82	48	52
Financial & Statistical	56	42	58
Admin Svcs, Personnel, Manpower Mgt, & Information	134	39	61
Education & Training	86	55	45
Air Police & Special Investigations	15	33	67
Research & Development	165	45	55
Commander & Director Specialties	69	84	16
Procurement Management	37	43	57
Legal	8	62	38
Chaplain	9	33	67
Safety	4	25	75
Total	1487	52	48
<u>Grade **</u>			
2d Lieutenant	12	-	100
1st Lieutenant	31	06	94
Captain	512	37	63
Major	504	52	48
Lt Colonel	348	70	30
Colonel	80	88	12
Total	1487	52	48
<u>Flying Status**</u>			
Not Rated	397	40	60
Observer-Navigator	166	55	45
Pilots	798	56	44
Suspended	126	55	45
Total	1487	52	48

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 60. Have you ever prepared an effectiveness report which was required to be referred to an officer under your immediate supervision?

A. Yes

B. No

		Percentages of Officers Selecting Alternatives	
	N	A	B
<u>Command **</u>			
01	128	28	72
02	239	11	89
03	164	26	74
04	134	17	83
05	536	23	77
06	149	30	70
Total	1350	22	78
<u>Regular/Reserve *</u>			
Regular	1000	23	77
Reserve	486	18	82
Total	1486	21	79
<u>Duty Group **</u>			
Pilots & Flight Test	342	19	81
Operations	105	32	68
Navigator-Observer	61	25	75
Weapons & Missile Operations	95	20	80
Intelligence	23	26	74
Photography, Weather & Cartography	8	-	100
Communication-Electronics & Armament	75	20	80
Missiles	18	28	72
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	95	22	78
Trnsp, Supply, Fuels & Logistics	82	30	70
Financial & Statistical	56	11	89
Admin Svcs, Personnel, Manpower Mgt, & Information	134	18	82
Education & Training	86	14	86
Air Police & Special Investigations	15	20	80
Research & Development	165	11	89
Commander & Director Specialties	69	57	43
Procurement Management	37	14	86
Legal	8	-	100
Chaplain	9	38	62
Safety	4	25	75
Total	1487	21	79
<u>Grade **</u>			
2d Lieutenant	12	-	100
1st Lieutenant	31	16	84
Captain	512	10	90
Major	504	18	82
Lt Colonel	348	34	66
Colonel	80	62	38
Total	1487	21	79
<u>Flying Status</u>			
Not Rated	397	17	83
Observer-Navigator	166	20	80
Pilots	798	24	76
Suspended	126	20	80
Total	1487	21	79

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

Item 61. How many OERs do you estimate you have rendered on officers under your supervision?

- A. 30 or more
- B. 20 - 29
- C. 10 - 19
- D. 6 - 9
- E. 5 or less

		Percentages of Officers Selecting Alternatives				
	N	A	B	C	D	E
<u>Command*</u>						
01	128	44	14	15	13	14
02	239	31	14	18	14	23
03	164	43	08	16	10	23
04	134	29	17	19	19	16
05	536	36	13	22	13	17
06	149	43	12	15	10	20
Total	1350	37	13	19	13	18
<u>Regular/Reserve *</u>						
Regular	1000	36	14	19	13	18
Reserve	486	30	12	20	14	24
Total	1486	34	13	20	13	20
<u>Duty Group**</u>						
Pilots & Flight Test	342	34	18	26	12	10
Operations	105	46	15	25	06	08
Navigator-Observer	61	16	08	20	28	28
Weapons & Missile Operations	95	28	11	22	15	24
Intelligence	23	26	17	13	09	35
Photography, Weather & Cartography	8	-	-	38	12	50
Communication-Electronics & Armament	75	34	12	18	08	28
Missiles	18	56	05	11	11	17
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	95	46	08	18	12	16
Trnspr, Supply, Fuels & Logistics	82	30	12	20	15	23
Financial & Statistical	56	28	14	20	11	27
Admin Svcs, Personnel, Manpower Mgt, & Information	134	25	07	14	15	39
Education & Training	86	32	16	18	18	16
Air Police & Special Investigations	15	20	07	13	27	33
Research & Development	165	26	15	15	20	24
Commander & Director Specialties	69	85	09	06	-	-
Procurement Management	37	35	06	24	08	27
Legal	8	25	25	25	-	25
Chaplain	9	34	22	22	-	22
Safety	4	25	-	50	-	25
Total	1487	34	13	20	13	20
<u>Grade **</u>						
2d Lieutenant	12	-	-	-	-	100
1st Lieutenant	31	-	-	06	10	84
Captain	512	09	11	25	20	35
Major	504	34	16	22	14	14
Lt Colonel	348	64	15	15	04	02
Colonel	80	96	03	01	-	-
Total	1487	34	13	20	13	20
<u>Flying Status **</u>						
Not Rated	397	26	08	16	13	37
Observer-Navigator	166	23	15	22	19	21
Pilots	798	41	15	20	12	12
Suspended	126	33	15	25	13	14
Total	1487	34	13	20	13	20

\* Significant at the .05 level.

\*\* Significant at or beyond the .01 level.



Item 62. Have you ever, to your knowledge, had an indorsing official disagree with any of the evaluations you, as a reporting official, rendered on an officer under your supervision?

A. Yes

B. No

	Percentages of Officers Selecting Alternatives		
	N	A	B
<u>Command</u>			
01	128	37	63
02	239	37	63
03	164	40	60
04	134	40	60
05	536	42	58
06	149	41	59
Total	1350	40	60
<u>Regular/Reserve</u>			
Regular	1000	40	60
Reserve	486	38	62
Total	1486	39	61
<u>Duty Group**</u>			
Pilots & Flight Test	342	44	56
Operations	105	43	57
Navigator-Observer	61	34	66
Weapons & Missile Operations	95	35	65
Intelligence	23	48	52
Photography, Weather & Cartography	8	32	62
Communication-Electronics & Armament	75	38	62
Missiles	18	50	50
Aircraft Maint, Motor Vehicle Maint, & Civil Engineering	95	40	60
Trnsp, Supply, Fuels & Logistics	82	43	57
Financial & Statistical	56	30	70
Admin Svcs, Personnel, Manpower Mgt, & Information	134	26	74
Education & Training	86	44	56
Air Police & Special Investigations	15	20	80
Research & Development	165	34	66
Commander & Director Specialties	69	59	41
Procurement Management	37	35	65
Legal	8	-	100
Chaplain	9	44	56
Safety	4	75	25
Total	1487	39	61
<u>Grade**</u>			
2d Lieutenant	12	08	92
1st Lieutenant	31	13	87
Captain	512	31	69
Major	504	38	62
Lt Colonel	348	51	49
Colonel	80	62	38
Total	1487	39	61
<u>Flying Status**</u>			
Not Rated	397	28	72
Observer-Navigator	166	38	62
Pilots	798	45	55
Suspended	126	37	63
Total	1487	39	61

\* Significant at the .05 Level.

\*\* Significant at or beyond the .01 Level.

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3. REPORT TITLE USAF OFFICER EVALUATION SYSTEM SURVEY: ATTITUDES AND EXPERIENCE		
4. DESCRIPTIVE NOTES (Type of report and inclusive dates)		
5. AUTHOR(S) (Last name, first name, initial) Kaplan, Margorie N. Alvord, Ray W., Lt Col, USAF		
6. REPORT DATE November 1965	7a. TOTAL NO. OF PAGES 75	7b. NO. OF REFS None
8a. CONTRACT OR GRANT NO.  b. PROJECT NO 7719 c. Task 771904 d.	8a. ORIGINATOR'S REPORT NUMBER(S)  PRL-TR-65-17  8b. OTHER REPORT NO(S) (Any other numbers that may be assigned this report)	
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13. ABSTRACT <p>More than 2,200 Air Force officers from 38 bases in 6 commands were intensively surveyed as to their knowledge, attitudes, and opinions about the officer evaluation system. In many areas, significant differences were found between commands, grades, duties, regular/reserve officers, and flying status groups when reactions of these groups were compared to reactions of the total sample. Analysis of the attitudes revealed by the survey indicated that although the majority of officers are satisfied to some extent with procedures now utilized in the evaluation system and the performance ratings they have received, a substantial number seemed to be in favor of a number of changes. By and large, this trend is related to grade—the higher the grade, the greater the satisfaction with the status quo.</p>		

DD FORM 1473  
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14. KEY WORDS	LINK A		LINK B		LINK C	
	ROLE	WT	ROLE	WT	ROLE	WT
officer evaluation program attitudes toward officer evaluation program experience with officer evaluation program group differences in officer evaluation program survey						

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